PUBLIC RELATIONS JOURNAL

OCTOBER 1960 / 75 CENTS

THE AREAS OF INFLUENCE OF PUBLIC RELATIONS

15th ANNIVERSARY ISSUE

How businessmen rate leading airlines...

A panel of 1,000 leading business executives, all subscribers to NATION'S BUSINESS, was asked to appraise the progress and future prospects of 12 major U. S. airlines. These were the questions put to the panel:

1) "If you were approached by a young man seeking employment in the airlines industry, which one of the following companies would you recommend he consider?"

2) "If you were to make a personal investment of $5,000 in airlines securities, which three of the above firms would you consider?"

Among the companies frequently mentioned were **American, PanAm, United, Braniff.** Nine out of ten of the respondents fly on business—so their ideas on the "corporate images" of the nation's airlines are based on first-hand experience. Comments on each of the twelve companies listed in the survey, exactly as made by the responding executives, are especially interesting, and have been incorporated in the report . . . a copy of which is available on request.

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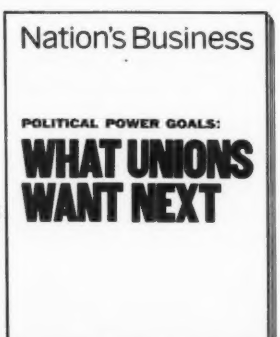

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Nation's Business

READ BY THE MEN WHO OWN AMERICA'S BUSINESS AND INDUSTRY

711 THIRD AVENUE, NEW YORK 17, NEW YORK

General Motors finds a new way to talk to teen-agers

Last December, the president of General Motors sent a personal letter of congratulations to 1,000,000 newly licensed young drivers. In it he announced, also, that they would receive "American Youth," a new magazine which GM was publishing for teen-agers in the interest of safe driving.

The first issue of "American Youth" followed in January and was an immediate public relations success. Thousands upon thousands of letters poured in from boys and girls, parents, teachers and community leaders from around the country—telling GM how much they appreciated the publication.

Articles which received special praise were a traffic safety story about rear-end collisions, a report on the availability of college scholarships, an interview with Penny Pitou, one of the world's top skiers, and a page of letters from readers on the topic "Should Teen-Agers Go Steady?"

With each subsequent printing (the magazine is a bi-monthly), about 200,000 new licensee names have been added to the mailing list—circulation is nearing 2,000,000 now, and the flood tide of letters continues.

General Motors is delighted with this response and is hopeful that "American Youth" will help young America to develop a steadier hand on the wheel, a softer foot on the accelerator, and a graver sense of responsibility on the road.

Congratulations to the Public Relations Journal on its 15th anniversary, and best wishes for continued success in the oncoming years.

He flew 5,000,000 miles to get into this picture!

It took a lot of time. It took a lot of skill. Flying all kinds of planes...from 1-engine trainers to 4-engine jets. Mastering the flight regulations of many different countries. It took years of training and experience. And something else. The remarkable gift of all great professionals... who can land a plane with incredible precision...command powerful jet engines with unqualified authority. All Air France jet pilots are experienced enough to be in this picture. But to *stay* in the picture, Air France requires each and every one of them to take refresher courses every 3 months and pass stiff flight exams every 6 months. These are the men you always find on Air France...world's first International airline...world's *only* airline with 41 years experience in international flight. And you find them everywhere. Flying from all four Air France gateways at New York, Chicago, Los Angeles and Montreal. Flying Boeing 707 Intercontinental Jets and Caravelle Jets over major Air France routes in all parts of the world. Good reasons why you fly in confidence when you fly Air France...the world's largest airline.

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

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Editorials

WHENCE AND WHITHER?

For this, the fifteenth birthday issue of the JOURNAL, the editors asked Charles B. Coates, public relations counselor, to write a special article. It touches on the high spots thus far in public relations, where it stands today and where it seems to be going in the years ahead.

Amazement at the growth, scope and influence, he writes, is warranted. From scanty beginnings a generation ago, public relations activity in some form now thrives in nearly all American corporations and other organizations.

> "In large towns and small, you will find committees in service, social, civic and women's clubs; in church groups and parent-teacher associations; in political, veterans', farm and labor organizations. And you will discover few masters of the 'invisible sell' lurking behind a cake sale or a benefit for crippled children."

One heartening factor has been the increased recognition of the public relations function by general management. More and more public relations people sit in meetings at which high level policies take shape. But this seat has to be earned through years of hard and successful work, through character, judgment, skill and knowledge.

Public relations executives and counsels, once concentrated in a few large cities, now operate in all sections of the nation—indeed throughout most of the free world, and at a rapidly growing pace.

When we read derogatory articles and slighting references we naturally feel sensitive. But our greatest strength depends on continuous betterment of our standards of conduct and the effectiveness of our performance. On those values the public will finally judge.

Modern communications and the nature of organized activities in America and elsewhere have changed, and public relations, likewise, changes—for the better, we feel sure.

The author of the article thinks that the number of public relations personnel may double in the next ten years. This poses tremendous qualitative and quantitative problems. He speaks highly of the work of our educators, but indicates that present practitioners naturally must carry a heavy load in the training job. He gives considerable credit to the Public Relations Society of America for its many activities which brighten the present and the prospects for the future.

He ends with comments about what motivates a person to enter this difficult field—"It is the opportunity to help strengthen the organizations on whose effective operation the maintenance of freedom depends."

THE JOURNAL'S 15th BIRTHDAY CAKE

A theoretical birthday cake topped with 15 theoretical candles is hereby served by the PUBLIC RELATIONS JOURNAL to its readers.

During the past decade and a half, seven editors have labored to develop a professional journal of high quality. Each editor has prepared a brief commentary for this birthday issue. The remarks, more or less, add up to a flashback showing the growth of the Society and the public relations field, generally. They speak of the aims of the publication—what it should be and do.

The first editor had to pay personally to get the JOURNAL off the ground. At that time he and an associate could not get enough practitioners to write solid informative and thought-provoking editorial material; they were obliged to fill much space with their own writing.

Gradually, the situation improved, of course, as the current issue indicates. But even more noteworthy, the *objectives* have come into clear focus. As one of the former editors writes:

"The JOURNAL serves—or should serve—several important functions, none of which can long be neglected without doing harm to our profession. These include providing a sense of solidarity and assurance for our new and growing profession, helping to establish high standards of performance and thinking among public relations people, communicating new public relations ideas and techniques, strengthening or reaffirming successful older ones, helping eliminate false ideas, notions and attitudes, aiding in the development of younger members of the profession and pointing out new and better paths toward personal and professional progress."

A TREASURE CHEST OF MESSAGES

There are so many up-and-coming articles in this birthday issue that only a few can be described in our one page devoted to editorial comment.

Bruce Watson, Chairman of the Society's Committee on Standards of Professional Practice, writes on "Whither the Society's Code." He points out the urgency of understanding the new Code and its enforcement procedures.

Dudley Parsons, who chairs the Committee on Organization Structure, has prepared a message on the Society's new Bylaws. His statement has clarity and significance—what's more it is highly readable.

R. A. Paget-Cooke, President of the British Institute of Public Relations, clears the air on what he considers to be the real fundamentals of public relations. He boils them down to three basic elements.

Hope you enjoy the birthday cake!

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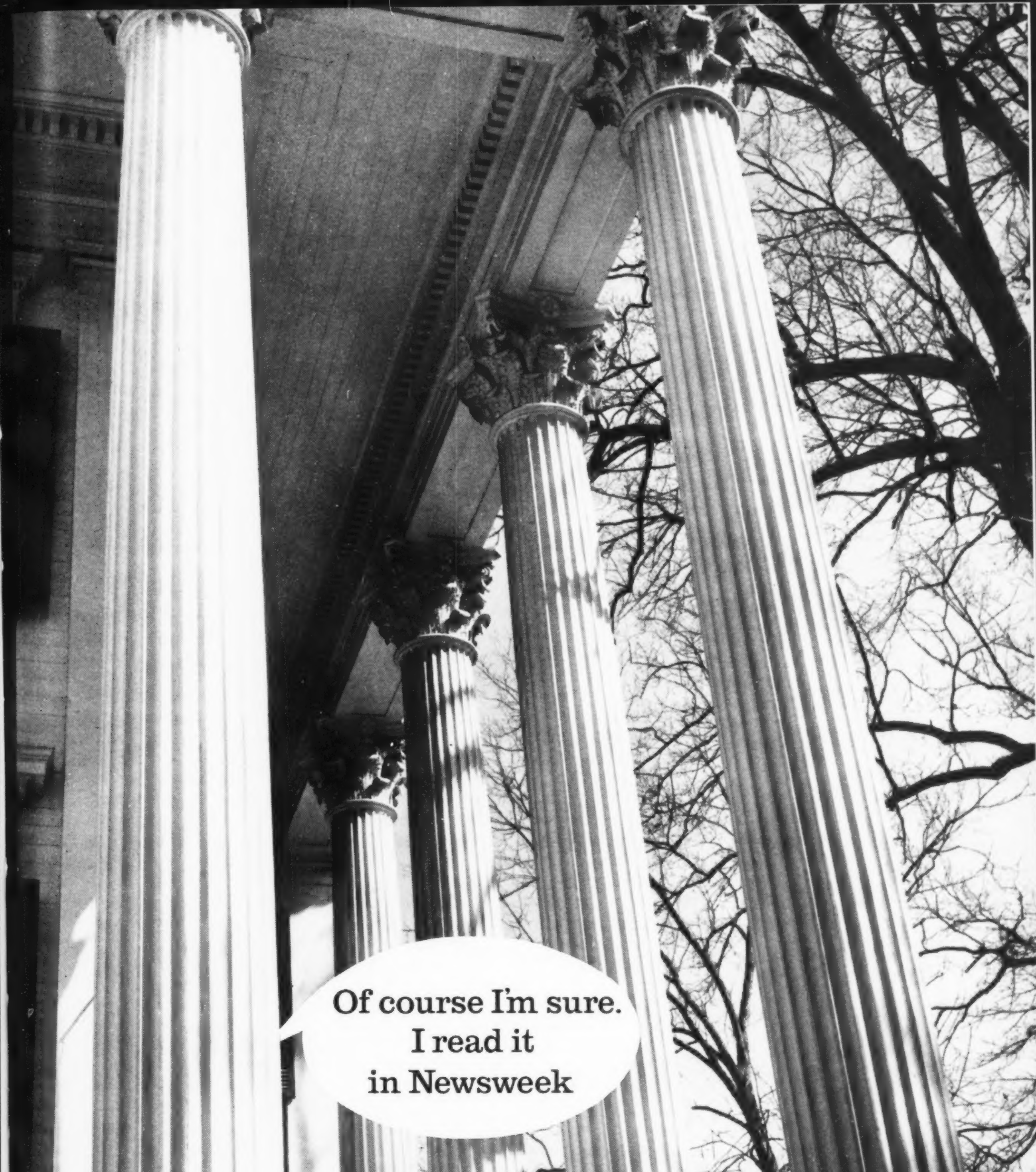
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WHERE DO WE COME IN?

A review and forecast of the growth, scope and influence of the public relations field

By Charles B. Coates

In the 15 years since the founding of this JOURNAL, we have heard many expressions of pride, alarm and simple amazement at the growth, scope and influence of public relations.

Amazement, certainly, is warranted. All but nameless 30 or 40 years ago, public relations is virtually a household word today. Too new for inclusion in the occupational census, the number of Americans employed in public relations work is estimated conservatively at 25,000 to 50,000, involving an outlay of at least $1 billion a year. There is, moreover, every evidence that these figures will be doubled within ten years.

How are we to view this rare dawning of opportunity and responsibility? Does pride in our progress outweigh alarm at the demands of the future, not to mention the criticisms we face at present? Can we pass the tests which both entail? Where, really, in the fast-changing economic and social scheme of things, do we come in?

To find the answer we must examine not only the facts but the meaning of the facts. We must consider not only what we do but what we are—and what we ought to be.

The facts themselves are profoundly encouraging.

The first big fact is the continuously growing recognition of public relations as a function of corporate management. *Business Week* recently reported that three-quarters of the nation's 300 largest companies now maintain public relations departments —as against one-sixth in 1939—and that, throughout industry, new departments are opening up at the rate of 100 a year. Opinion Research Corporation estimates that 85 per cent of all corporations capitalized at $5 million or more support some form of public relations activity—whether or not it is formally so designated.

The counselors pave the way

Then, of course, outside the corporate structure but very much a part of its processes, there are some 1300 counseling firms plus various specialists. Often it is they who prepare the ground in which new departments grow. The counselors have doubled in number since 1945 and will doubtless double again in the next decade.

All this adds up to growth, but is it progress?

This brings us to a second big fact, a non-statistical fact that is more significant than the statistics. It is a fact that, with each passing year, more and more public relations men are participating in the strategic counsels of corporate top management.

Lest this sound too pretentious, let us hasten to define the role of the public relations man who sits in at the policy level. He is, so to speak, a kind of pilot. Like the pilot, he didn't build the ship, he doesn't own it and he isn't the captain. But he does know the rocks, the shoals and the clear channels of public communication and he can gauge the probable consequences of the choice of one direction as against another.

This, by the way, is quite a lot for any one person to know. Competence in public relations work today represents a very respectable combination of talent, experience and specialized information—in and of itself. There

is no excuse for the abracadabra and mystery with which some critics and poseurs tend to adorn the vocabulary of our craft. We have no wish and no need to be "hidden persuaders" or "engineers of consent."

There is mystery aplenty, anyway, in the art of taking a complicated subject and stating it in simple, understandable English. There is a knack akin to engineering in knowing how to deliver the right message to the right people in the right place at the right time.

Compare the lucid language of the modern annual report, for example, with the ponderous prose of the past. Consider the intricacies of the subjects—research, mergers, investigations, taxation, international operations, labor contracts, anti-trust actions and nucleonics, to name but a few—on which so many managements must address so many publics today. You then get the measure of the man-sized job cut out for those who tackle the communications problems of a corporation.

For this reason, today's public relations executive rarely leaps lightly to the lofty consultative perch. He serves an apprenticeship which no sorcerer can administer and he earns his place at the policy level by doing a solid, day-by-day job of promoting the company and its products and helping to maintain friendly relationships with consumers, employees, stockholders, dealers, the plant community and, of course, the communications media.

The rise of corporate advertising

In each of these areas, new techniques and new specialties develop almost daily. Consider, as just one example, the striking rise of corporate and institutional advertising during the last few years as one company after another discovers the wisdom of selling itself as well as its products and services. It is no simple thing, then, for the public relations man to keep abreast of all these matters in the performance of his bread-and-butter publicity function. Over the long run, of course, his most precious asset is a fairly rare commodity called common sense. Given this, plus skill, plus experience, and he will be called upon by top management to find answers to the three big questions of public relations —what to do, what to say, and how to say it.

In the last two or three years especially, the upgrading of public relations people both as executives and as counselors has been visibly accelerated. We will not get a rounded picture, however, if we dwell too fondly on the metropolitan executive at ease among the great and the near-great in corporate board rooms and presidential offices. He is hardly more "typical" than the Park Avenue specialist is typical of all doctors or the Wall Street senior partner is typical of all lawyers.

A third big fact, then, is the nationally pervasive nature of public relations. In addition to the "headliners" there are thousands of capable, intelligent men and women in every corner of the country, hoeing their own rows in their own fields and contributing mightily to a deepening public impression of the merit of their work.

This is evidenced in the pattern of the membership of the Public Relations Society of America. Of our 3,200 members, about 40 per cent are concentrated in four major metropolitan centers, to be sure. But there are also 40 chapters in major cities and regions, Hawaii included.

Further evidence is found in the diversity of the organizations which public relations people serve. Setting aside the counselors, whose myriad interests defy classification, let us consider the 2,170 PRSA members whose names appear on the payrolls of corporations and other organizations. Of these, about 70 per cent work for business, industrial and financial firms and some 9 per cent for trade and kindred associations. The remainder, 21 per cent serve an astonishing variety of civic, educational, professional, charitable and governmental organizations and institutions.

Specialization naturally follows. Thus we find associations of those interested in financial public relations (2,200 members), colleges and universities (1,800 members), and public and secondary schools (2,000 members), not to mention many smaller groups with common interests in railroads, airlines, hospitals, hotels, athletics and the like. In government, additional thousands perform public relations services in such diverse capacities as Presidential Press Secretary, departmental Public Information Director and County Information Officer.

The spread of the public relations idea, it also follows, has not stopped

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ILLUSTRATIONS BY AL CATALANO

at our borders. From tentative beginnings in England and France, it has found status in most of the industrialized countries of Europe and is traveling rapidly through most of the nations of the Free World. So advanced are our English colleagues that they have developed an Institute which administers entrance examinations for membership. An International Society was formed in 1955 and now has 175 members, representing 16 countries.

All in all, then, when we speak of public relations we speak less of a phenomenon, possibly transitory, than a functional force already in being—influential not only in industry and commerce but in almost every area of society at home and abroad.

This is something to remember when we take umbrage, as we sometimes do, at derogatory articles, books, speeches and slighting references in the press. Possibly because we try to teach our clients and employers a proper sensitivity to criticism, we tend to be over-sensitive ourselves. There are times, however, when clients and employers become unduly exercised over some comparatively unimportant slight or slap. We then calm them by bringing the incident into perspective. Let us, in like case, accept our own counsel.

A fourth big fact is simply this: The term, "public relations," has entered the language in many more areas and on far more favorable terms than we ourselves may sometimes suppose. Stop and think. There are first the thousands of active workers on the job today. With few exceptions their livelihood depends on their upright conduct in association with worthy organizations. Second, public relations as a designation has long had acceptance in the armed services. Thousands of uniformed men and women have worn its insignia. Millions have perforce spoken its name, usually with a quite fair amount of respect.

Another interesting aspect of public relations, in fact, is the growing public tendency to diversify, and even magnify, the meanings of the term conversationally. As a result we often hear people speak of "good" or "bad" public relations in connection with everything from a late train or a lumpy hotel bed to a contested political appointment—or even the "U-2" incident.

Finally, from Broadway to Main Street and from Coast to Coast, public relations is actively practiced by untold thousands of sincere and eager amateurs. In large towns and small you will find public relations committees in service, social, civic and women's clubs; in church groups and parent-teacher associations; in political, veterans', farm and labor organizations. And you will find few masters of "the invisible sell" lurking behind a cake sale or a benefit for crippled children.

Against all this how can the slings and arrows of suspicious journalists, hostile legislators or even satirists prevail? It is small wonder, really, that charlatans seek the protective coloring of our name, which we are in no legal position to forbid. If worry we must, let us concern ourselves with the constant improvement of our own standards of conduct and performance. It is upon these, not what we say or others say about us, that the public verdict will ultimately rest.

Our job now, in any case, is to examine our origins, take stock of our present position, consider the potentials of the future and plot our course accordingly. This raises two questions:

1. How did this all come about, anyway?

There is a certain tidal quality to the growth of public relations which suggests that it would insist on existing whether formalized or not. Factors contributing to its rise include **(a)** The changing character of modern communications **(b)** The changing character of our institutions—industrial, social and political, and **(c)** The worldwide ideological "protracted conflict." (One might be tempted to mention the advance of the social sciences but that is involved with the other three.

The communications explosion

"When Plato defined the limits of the size of a city as the number of people who could hear the voice of a single orator," says Albig, "he was illustrating the limits that communications place upon community." Those limits have lately expanded to the moon. We are in the midst of a communications explosion as real as the population explosion. Consider: The Battle of New Orleans was fought because its participants hadn't heard that the War of 1812 was over. Today we are the television eyewitness of U.N. proceedings, the World Series and street fighting in the Congo. Facts travel far faster than the human capacities to absorb them.

The communications explosion is thus creating a vacuum with a vacuum's habit of demanding to be filled. The established media and the new mass media taken together just can't handle the whole communications job—and that, to some extent, is where we come in. Both in our output and intake of information, we are helping to fill a vacuum.

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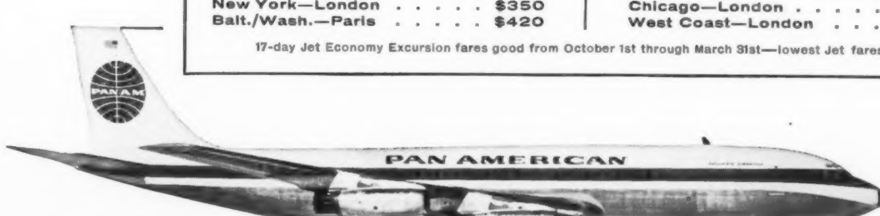

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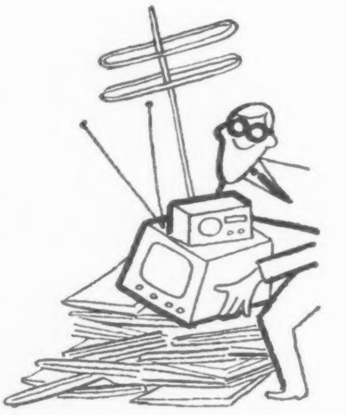
When two basic ideologies clash head-on, not solely in skirmishes but on a continuous, global scale, then every institution on either side becomes a factor in the total strength or weakness of the system it represents. In the Free World, every established human activity undergoes constant scrutiny. Every new one faces challenge. Consequently our institutions are increasingly obliged to speak up for themselves. They are finding that they are strengthened and improved by better public understanding—even when they don't need it for sheer survival. This, again, is where we come in—as spokesmen and interpreters.

2. Will we be ready for the tests ahead?

The numerical dimensions of our growth potential have already been defined. Within the next decade we must somehow double the number of competent public relations people in order to do a better job of the job we are doing imperfectly today. On a quantitative basis this is a tremendous assignment. Taken qualitatively, it is staggering.

Strong moves have been made, and more are under way, to prepare people for public relations work by educational means. Courses are now offered in 174 colleges and universities. Thirteen make public relations a major subject of undergraduate study and one not only maintains a school of public relations but grants graduate degrees.



That, certainly, is progress and we can hope that the trend will rapidly accelerate. At best, though, education can fill only part of the gap. In this period of expansion, we are continuously improving some techniques, discarding others and discovering new ones at a pace the educational process can hardly hope to match. This throws much of the load to the exchange of information, persons and ideas which naturally take place among people of common occupation.

Our newness considered, we have been more than fortunate in the quality of our personnel. But we have simply got to attract good new people to public relations work, people of natural talent, common sense, judgment, good education and good character—in short, more people of the kind who today give us leadership and good repute. Otherwise a sort of Gresham's law will assert itself, we will fall by the wayside and the vacuum will look elsewhere for fulfillment.

This brings us bang-up against the subject of motivation.

Why, really, should anyone go into this kind of work? What are the trials, the disciplines, the satisfactions and the rewards? Granting that it is customary to conclude an essay of this sort on an inspirational note, what is the practical justification for doing so? The first answer is perhaps a negative one. There are few rich public relations men, as the world reckons material riches, though most of us live comfortably and some of us live well. There are few glamorous public relations people, for that matter. The nature of the task demands good, hard, personal and more or less incessant work of the individual which none seems able to escape.

What beacon, then, can we and dare we, realistically and with proper humility, hold aloft? It is the opportunity to help strengthen the institutions and organizations on whose effective operation our national progress, security and liberty depend.

Ours is the most dynamic and creative society in history. It is also a highly intricate society subject to severe stresses and dislocations. The maintenance of its stability and poise can be assured only by a constant process of information, interpretation and understanding. Surely it is as part of that process that we come in.

Stars and dollar signs

The American Revolution began just yesterday, as time is reckoned in history, and its end is not yet known.

It is hard to pass through Trenton or Valley Forge without recalling a tattered little publicist named Thomas Paine. He didn't start the Revolution, he wasn't a soldier, he didn't "make policy" for the Founding Fathers and he didn't instill in them the greatness that was theirs. But he did transmit their spirit to the people and with such words as "these are the times which try men's souls" he fused the devotion and determination of a new nation.

What a happier world this might be if the lumpy, turgid works of Karl Marx had been left unleavened by such phrases as "workers of the world unite!" or "from each according to his abilities, to each according to his needs!" We might not now be undergoing the constant pounding of a sinister force that is frankly determined to "bury" us and everything for which we stand.

The great need of our time is for positive and continuous reaffirmation of faith in the future of America and we will miss our purpose if ever we lend ourselves to cynicism, apathy or despair. Perhaps we cannot, with any useful effect, permit ourselves to be starry-eyed. But if we can't see the stars for the dollar signs, we won't see much of anything at all.

"Either write things worth the reading or do things worth the writing," said Benjamin Franklin, in many ways our principal patron saint. The future will belong to those institutions which conduct themselves as responsible and creative elements of a free society and show, in word and deed, "decent respect to the opinions of mankind." It is in our adherence to this principle that our own future lies. That, truly, is where we *will* come in.

With a background in journalism, CHARLES B. COATES *joined the public relations department of General Foods in 1945. He went to Washington in 1948, "on loan," as Information Director of the first Hoover Commission on governmental economy. Then, as executive vice chairman of the Citizens Committee for the Hoover Report, he helped to get acceptance of some 70 per cent of the Commission's recommendations.*

The background: Editor of the Montclair (N. J.) "Times"; staff writer for the Associated Press; desk work with the late "Brooklyn Eagle" and other metropolitan dailies; and seven years with the McGraw-Hill magazine, "Factory Management and Maintenance", as associate editor and roving feature writer.

He attended Rutgers University and received the honorary degree of Doctor of Humane Letters from Temple University, Philadelphia, in 1952. In the same year he founded the counseling firm (first known as Coates and McCormick Inc.) which bears his name.

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PUBLIC RELATIONS JOURNAL HAS 15 BIRTHDAY CANDLES

The seven editors since 1945 write their comments on aims, problems and gains

By Rex F. Harlow

The PUBLIC RELATIONS JOURNAL came into being in October, 1945. As president of the American Council on Public Relations for the previous six years I had been urging upon the Council's board of practical business executives the desirability of setting up a public relations journal.

But with little or no money in the treasury and a council staff of only three, the board was skeptical of both the need for the publication and the ability of the staff to produce it. When I continued to insist that we undertake the venture, and finally agreed to assume full financial responsibility for the publication, the board gave its reluctant consent for me to proceed with my plans.

Elated, I quickly brought the JOURNAL into being, with Virgil L. Rankin as managing editor and Ben S. Trynin as research editor. I took on the editorship. The first issue, 6 x 9 inches overall, had 40 pages, with a 2-color cover. In addition to an editorial, it contained 10 articles by 12 prominent public relations men.

Reaction nationally was gratifying. Scores of new members joined the Council and subscribers in considerable numbers came from non-members. But it was touch-and-go to finance the new publication. Although I was receiving no salary as president of the Council, I contributed $500 a month of my personal funds to make good my financial pledge to the board.

The difficulty of securing contributors to the JOURNAL quickly became acute. I was determined to publish only solid, genuinely informative, thought-provoking articles, produced by top public relations men and women. I wrote and wired and telephoned those with ideas and skill as writers—inviting, urging and persuading—in the hope that enough copy would come in to meet our requirements. But it seldom did. Rankin and I had to fill out every issue with our own writings.

By the end of the second year I could see that the JOURNAL was successfully launched. I withdrew as editor and the board appointed Virgil Rankin is my successor; I was happy to leave the publication in his capable hands.

REX F. HARLOW *is the founder, and for its first two years, was editor of the* PUBLIC RELATIONS JOURNAL. *Since 1912, he has been engaged in the practice of public relations. Between 1937 and 1944 he was professor of education and public relations at Stanford University. From 1939 to 1947 he conducted more than 20 special courses in public relations from coast to coast for The American Council on Public Relations, which was later merged with the National Association of Public Relations Counsel to form the present Public Relations Society of America. The author of 37 books, Dr. Harlow is editor and publisher of "Social Science Reporter" (now in its 8th year) and the "Public Relations Research Review" (now in its 3rd year). His four latest books are juveniles, written for children 12 to 16 years. Dr. Harlow holds three college degrees: B.S., A.M., and Ed.D. In 1952 he received the Public Relations Society of America's award for "outstanding contribution to public relations as a profession."*

By Virgil L. Rankin

Editorship of the PUBLIC RELATIONS JOURNAL continued as a responsibility collateral to that of the presidency during the remaining nine months of the American Council on Public Relations and through the initial year of the Public Relations Society of America.

President-Editor Rankin was a busy man those days. First there was the creation of the Public Relations Society of America in August of 1947 (I was a member of the 6-man merger committee) and then the subsequent transfer of the membership and assets of the American Council on Public Relations and the National Associa-

Mr. Harlow

Mr. Rankin

Mr. Pendray

tion of Public Relations Counsel to the newly created Society. An administrative office was established in New York (staff, 1 girl) and a publications office in San Francisco (staff, 1 girl). Later, in the summer of 1948, the two were consolidated in one small office on Lexington Avenue in New York and, at the request of the new Society's Executive Committee, I closed his offices in San Francisco and moved East to assume administrative responsibility for the Society's affairs.

Averell Broughton succeeded me as president in January, 1949; and in April of that year I resigned my post with the Society to become Director and Chairman of Graduate Studies, School of Public Relations, at Boston University. I continued, until July 1950, to edit the JOURNAL from my academic office in Boston.

If our JOURNAL is properly to serve the professional needs of the Society's three-thousand-plus members and the growing field of public relations it endeavors to represent, it too must grow: in stature, in content, in size. We need a *professional* journal of substance. The employment of a paid, full-time editor is a move in the right direction. I hope that he will be supported with adequate funds to command top talent.

VIRGIL L. RANKIN *heads Virgil L. Rankin Associates, management consultants, in Babson Park, Mass. After attending public schools in California, he enrolled in the University of Southern California. Following his freshman year, he enlisted in the United States Navy and served at sea for 20 months. After honorable discharge in Shanghai he was employed by an oil company for special contact activities in China and the Philippines. Returning from the Far East after two years, he was employed by a large department store in California as its advertising manager. Concurrently he completed his college education at night school at Golden Gate College. In due course he resigned to form his own advertising agency, Virgil Rankin Company, with offices in San Jose and San Francisco. In six years an increasing demand for counseling in the general area of public relations prompted him to leave the advertising business and to begin specializing in public relations. Mr. Rankin is the co-founder and first President of the Public Relations Society of America. He is the author of numerous articles in professional publications.*

By G. Edward Pendray

It has now been several years since I edited the PUBLIC RELATIONS JOURNAL, but I have never ceased to have a deep interest in it.

To my way of thinking, the JOURNAL may be one of the most significant current undertakings of the Public Relations Society of America. It reaches more people, and as an internal professional communications medium, may outrank in importance even the annual meetings of the Society.

The JOURNAL serves—or should serve—several important functions, none of which can long be neglected without doing harm to our profession. These include providing a sense of solidarity and assurance for our new and growing profession, helping to establish high standards of performance and thinking among public relations people, communicating new public relations ideas and techniques, strengthening or reaffirming successful older ones, helping eliminate false ideas, notions and attitudes, aiding in the development of younger members of the profession and pointing out new and better paths toward personal and professional progress.

If the JOURNAL sometimes doesn't measure up to all these responsibilities and opportunities, it may not be the fault of the editor. The members themselves may possibly be to blame. How many PRSA members currently make their best ideas and thinking available to their professional publication?

G. EDWARD PENDRAY, *an authority on industrial public relations, industry educational programs and industrial management, is head of the firm of Pendray & Company, industrial public relations and management counsel since 1945. Mr. Pendray is also one of the country's foremost proponents of space flight and rocket power, and has been associated with the development of rockets and astronautics since 1930. He is a graduate of the University of Wyoming (B.A., 1924) and Columbia University (M.A., 1925). After completing his graduate work, he joined the editorial staff of the "New York Herald Tribune," serving as a reporter, assistant city editor, picture editor and science editor. Between 1936 and 1945 he was Assistant to the President of Westinghouse Electric & Manufacturing Company (now Westinghouse Electric Corporation). In 1945 he formed his present firm. Between 1950 and 1954 he served as Editor of the* PUBLIC RELATIONS JOURNAL. *A well-known writer, Mr. Pendray is the author of several nonfiction books.*

By Milton Fairman

Your editor's request for a little essay on the past of the JOURNAL has prompted a pleasant excursion into the files of 1953-55. In the first of these years I was Ed Pendray's assistant; in the latter two I was editor. This period brought to a climax the affair that the JOURNAL and I have carried on since the late forties, when I was on the first committee to "do something about the

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Mr. Fairman


Mr. Brayman


Mr. Fitzgerald


Mr. Burnett

JOURNAL," a task that I have been involved in ever since either as editor, contributor or carping critic.

Pendray was such a good editor that I was content to follow his formula when I succeeded him. By grafting a sprig of professionalism on a basic McGraw-Hill stock he had developed a hardy hybrid that the readers liked. It was a vigorous publication, largely because Pendray pruned spindly MSS. into sturdy, readable articles. Reader interest in case histories was satisfied, but a sound balance was maintained by the inclusion of other timely material. However, the editorial page left a little something to be desired.

At the start of our partnership I agreed to handle the editorial page. Since the Society had an official stand on relatively few matters, I developed my own issues to arouse reader interest and stimulate controversy—objectives that seem essential to a successful publication. In retrospect I find few masterpieces in the 116 editorials I turned out. Provocation is a tight-wire on which an editor's balance is precarious. Much of the stuff now seems brash, petulant, over-written—stuff that belongs in a personalized column, not on an editorial page. But the Letters-to-the-Editor show that the editorials, while failing to shake the world, nevertheless gained broad readership.

If I may point with pride to a single JOURNAL accomplishment during my tenure, my choice would be the 10th Anniversary Issue. To provide a wide-screen view of public relations practice we invited 28 leaders in the profession to contribute full-scale definitive articles. The result was a 176-page issue in October, 1955. More important than size was the quality of the contributions—if five years can be considered time—the issue has stood its test, as a rereading will show.

Looking back, I find also errors and failures. Typos and boos-boos that slipped by in the galley proofs now leap from the pages in this latter-day scrutiny. There are some poor articles that found their way in when our associate editor—the Postman—failed to provide enough good material by deadline date. This failure also provided an opportunity for minor writers to "make" the JOURNAL. Thus John Ruskin and Ralph Waldo Emerson appear too frequently among the contributors.

Some editorial aspirations remain unfulfilled. For example, the management of public relations is a function distinct from the practice of public relations. We tried to develop a quarterly column on management aspects of the profession, but it withered after a few appearances. Even today there seems insufficient interest in this important phase of public relations. Another example: I had tried to improve—through exhortation as well as the blue pencil—the quality of case studies. Public relations reporting should be objective, designed to reader needs and interests, its self-serving aspects reduced to a minimum.

I have so enjoyed my excursion into JOURNAL files that I would commend it to others as a rainy day pastime. The photos make people appear more vital, younger and brighter than they do today, thanks to the JOURNAL's fine calendared stock. And the stock itself, aging in the humid atmosphere of this Eastern seaboard, gives off the faint aroma of a good soufflé, so conducive to nostalgia.

MILTON FAIRMAN *is Assistant Vice President and Director of Public Relations of The Borden Company, New York City. After studying at Loyola University (Chicago) and the University of Chicago, Mr. Fairman in 1925 joined the City News Bureau of Chicago. For the next ten years he was a feature writer and editor, serving on the "Chicago American," the "Chicago Evening Post" and the "Chicago Herald-Examiner." In 1935, Mr. Fairman joined Secretary of the Interior Harold L. Ickes' staff in Washington as assistant to the director of information. Two years later, he joined The Borden Company in Columbus, Ohio, where he organized a regional public relations office. In 1943, Mr. Fairman was transferred to New York and made director of public relations of The Borden Company. In 1957 he became an assistant vice president. Mr. Fairman has served as president of the Public Relations Society of America, and for two years was editor of the* PUBLIC RELATIONS JOURNAL.

By Harold Brayman

The function of any professional magazine is to search out and find, and then to publish, the best thought that exists in the profession on subjects which are of broad interest to the readership.

Only as a publication leads the thinking of all by distributing in printed form the best thought that is available can it become truly a professional magazine.

During my brief tour as editor and with the help of my two associates, Charles M. Hackett and Robert E. Curtin, Jr., an effort was made to develop progress in this direction and to make improvements in the format.

I am happy to say that more recent editors, and notably Verne Burnett, have made much additional progress in this direction. If the PUBLIC RELATIONS JOURNAL can achieve real distinction through this route, it will not only react favorably toward the Society itself, but will do much to establish the professional status of the public relations field, about which so many of our associates seem considerably concerned.

HAROLD BRAYMAN, *Director of the Public Relations Department, E. I. du Pont de Nemours & Company, entered his present field of work in 1942 after a newspaper career of twenty years, fourteen of them spent as Washington correspondent for leading New York and other American dailies. Earlier he had spent six years as Albany legislative correspondent for various newspapers in New York City and State, and had served briefly in London as a foreign correspondent. As a specialist in reporting and analyzing political events, he attended all national political conventions from 1928 through 1940. He criss-crossed the nation as a correspondent on the presidential campaign trains of Alfred E. Smith in 1928, President Roosevelt in 1932, Alfred M. Landon in 1936 and Wendell L. Willkie in 1940. He was president of the National Press Club in 1938 and president of the Gridiron Club in 1941, one of the very few Washington correspondents to have been elected president of both of these organizations. Mr. Brayman was appointed assistant director of the Public Relations Department of the Du Pont Company in April, 1942, and two years later became director. He was Editor of the* PUBLIC RELATIONS JOURNAL *during 1956. He is a trustee and vice president of the Foundation for Public Relations Research and Education.*

By Stephen E. Fitzgerald

Recently I opened a medical journal and came across an article on diseases of the kidneys. The doctor-author had been making a series of experiments and here were his findings, presented for the first time anywhere. There were some relevant pictures. There were two tables, showing recovery rates and non-recovery rates after certain types of treatment. The author had included some tentative conclusions, a bibliography, and some comments from associates, not all of whom agreed with his ideas. It was, to put it plainly, a quite professional piece of writing, and not

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unlike the writing one finds in other professional journals.

I have been thinking about this, for when I was privileged to be editor of the PUBLIC RELATIONS JOURNAL the situation was quite different. Some of the material submitted was, to put it frankly, puff material, written so that the author could show it to his boss or client. There was a good deal of material, some written by very respectable practitioners, too, which informed me that public relations was "Very Important" or that "Employees are Human Beings." After publishing some of this kind of copy, I began in desperation to cast about for more basic stuff, but with indifferent success.

One practitioner, from London, wrote a piece about the application of visual art to the walls of the London underground; it was fresh, new, and had not been published elsewhere. A research man did a piece, on request, about putting public relations research to work.

But this kind of thing was rare. Mostly the mail included old speeches which I might run, stories about a great family day at Empire Nuts and Bolts, essays on how one basic story could be re-written with different leads for different publications. If the medical journal I mentioned followed this system, it would be running articles on how to give patients hypodermic injections or how a nurse should give bed baths without dripping water on the linen.

In short, I conclude that public relations, perhaps because it is young, still lacks anything approaching professional literature. I am not interested, for example, in the fact that some company held a family day celebration. I *would* be interested in a comparison of employee attitudes before the celebration and afterward, which would of course involve two surveys.

The time will come. Let us hope it comes soon. What we need in our JOURNAL is not a correspondence club but a forum where people who are learning about public relations can report findings and stimulate thinking. The literature of public relations ought to be professional.

STEPHEN E. FITZGERALD *is a native of Baltimore, Md., and attended public schools there and the Johns Hopkins University. He served 12 years on the "Baltimore Evening Sun" before entering Government service and becoming Director of Public Information for the War Production Board. Later he was made Assistant Director of OWI, in charge of domestic operations, and then joined Bell Aircraft Corp. as Director of Public Relations and Advertising. After a brief tour of duty with Earl Newsom and Company and N. W. Ayer and Son, Inc., in New York, he opened his own office in 1947. He served as President of the New York Chapter, Public Relations Society of America; and as Editor of the* PUBLIC RELATIONS JOURNAL *for two years. He is the author of various articles on public relations and a book,* COMMUNICATING IDEAS TO THE PUBLIC.

By Verne Burnett

Heartfelt thanks to the six editors, who preceded me during the 15 years of the JOURNAL's life, for their comments published in this birthday issue! All of these editors contributed a great deal of their effort and brainpower—probably more than anyone realizes—in building up the Society's magazine. As the current editor, I have learned much from each of these predecessors.

The Society's committees devoted to publications over the years deserve much credit for their helpful suggestions and ideas. And so do the management and staff of the Society's headquarters, especially Miss Mary McNeill who serves as our Executive Editor. We now have 10 contributing editors representing many parts of the United States who write and inspire valuable editorial material. Additional kudos, of course, must go to the authors of our articles and book reviews.

As the latest editor, I started out with a rather comprehensive readership study conducted by the Opinion Research Corporation. It indicated what editorial contents the readers welcomed, or otherwise. This has helped us to set up some valuable guideposts. Many readers naturally want the magazine to give them information specifically helpful to them in their own work. Some emphasize the need for articles of the "think" type which will give them new approaches, knowledge and ideas.

Other readers want especially to heighten the status of public relations through effecting greater understanding and appreciation of our field, accompanied by its internal advancement of professional practices. Public relations activities and interests vary widely and the results of the survey emphasized this fact. We are trying to strike a fair, sensible balance in serving the great majority of our readers and at the same time make the JOURNAL a professional publication of real stature.

Issues, now being planned for several months in advance, allow for more variety and better long-range continuity. The quality of the editorial material constantly improves. Letters from readers and volunteered manuscripts have about doubled in the past two years.

The JOURNAL is tied in closely with the development of the entire public relations field which in its growth, quality and influence in recent years has been gratifying. We feel certain that this progress will continue. Public relations will surely gain in its effectiveness and in acceptance of its professionalism—in broader understanding by its special publics and the general public as well. The JOURNAL will do all it can to help attain these ends.

VERNE BURNETT *is a journalism graduate of the University of Michigan. He worked for newspapers and magazines and became director of advertising for Cadillac Motor Car Company and later, secretary of the Advertising Committee of General Motors Corporation. He served as vice president in charge of public relations for General Foods Corporation for 12 years and then started his own counseling firm. He is now full-time editor of the* PUBLIC RELATIONS JOURNAL. *He is author of the books,* YOU AND YOUR PUBLIC *and* SOLVING PUBLIC RELATIONS PROBLEMS.

A SUCCESSFUL FORMULA FOR AN OPEN HOUSE

8 objectives, 7 committees and an 8-week schedule add up to the "878 Program"

By Robert T. Scott

When an employee's family sees where dad or mom works and what he or she does, the employee *and the family* usually understand the company more fully and come to think better of it as a place to work.

When residents of the community visit a plant, they have a better understanding of how the business operates, what is manufactured, where their neighbors work and what they do.

These are the basic values of an open house. This is the reason an open house is recognized as one of the most valuable tools for maintaining and improving good employee relations and good community relations.

A successful open house requires thorough advance planning, organization of many details, careful development of displays and exhibits and a budget to cover expenses. However, eight weeks from the time you read this article you can have a successful open house if you follow the "878 Plan."

This plan has succeeded in plants with 100 employees and in plants with 15,000 employees. It has worked in research facilities and in heavy equipment or production line manufacturing facilities. It has worked well in small towns and in the big cities.

Eight objectives, seven well-defined committees, and an eight-week step-by-step schedule for developing and promoting the Open House make up the 878 formula.

Open house planning and development move along easier and more efficiently when *everyone* working on the program understands the motives behind the program and the objectives to be accomplished. Thus, eight basic objectives are the first ingredient in the 878 formula:

1. Give each employee an opportunity to show his family where he works and what he does.
2. Attract people to the plant.
3. Create an atmosphere of friendliness, hospitality and good will —and give families an opportunity to "meet the boss."
4. Show that the company is a hard-working member of the community, a good neighbor and a good citizen.
5. Show that the plant is a good place to work and that employees enjoy liberal benefits and safe working conditions.
6. Interpret the company's economic story and the free enterprise system—correcting misconceptions about competition, profits, management and the owners of a business.
7. Offer employees themselves and residents of the community a comprehensive picture of plant-wide operations.
8. Develop employee and community pride in the plant and its products and pride in all the company's products.

Put committees to work

Seven committees are the second ingredient in the formula. These include (1) the steering committee, (2) the promotion committee, (3) the plant preparation committee, (4) exhibits, displays and features, (5) the tour and guide committee, (6) reception and hospitality and (7) the traffic committee.

Over-all guidance, policy decisions, budgets, approvals, date and time and committee coordination are *steering* committee responsibilities. Chairmen of the other six committees may make up the steering committee, or a smaller separate group may be assigned this responsibility. The chairman of the steering committee is responsible to the division or plant manager for the overall coordination of activities.

Promotion committee responsibilities include announcements; publicity; letters to employees, retirees, community leaders, service clubs and special groups; newspaper and radio advertising; window posters for stores in the community; special literature,

EVERYONE stops to see machinery in operation during a plant visit.

guide books, maps or similar publications; and follow-up.

Getting the plant ready is the job of the *plant preparation* committee. This "house cleaning committee" is also responsible for safety, job operations to be demonstrated, space for exhibits, sign erection and preparation of rest areas.

The *exhibits, displays and features* committee plans all decorations, entertainment, economic displays, product displays, music and special events.

Interrelation of committees

At this point the interrelation of committees already becomes apparent. The promotion committee will have to know what equipment will be operating in the plant during the open house and what other special exhibits and features to promote. The plant preparation committee provides space after consulting the committee responsible for exhibits and displays. Steering committee guidance assures the successful cooperation of committees.

Planning the tour route for the most efficient and effective flow of traffic falls to the *tour and guide* committee. Visitors usually cannot see every portion of the plant. Accept the fact. Work on the best possible route that will prevent bottlenecks and unnecessary cross-overs, and permit flexibility if a person doesn't want to make the whole trip. The tour route *must* show the plant, its facilities, displays and special features to the best advantage.

In addition to planning the tour route, the tour and guide committee is responsible for sign preparation and location, rest area locations, information centers along the route, identification of equipment, explanation of operations and, in general, getting the visitors into the plant and out again with minimum congestion and maximum favorable impression.

The sixth committee is *reception and hospitality*. Selecting and distributing souvenirs are part of this committee's responsibilities. It also provides first aid facilities, nursery care and manpower for the headquarters room and information centers. This committee implements the tour and guide committee plans, provides a lost and found center, arranges refreshments and, last but not least, welcomes and counts the visitors.

The routes by which visitors arrive and leave the plant, parking facilities, any tie-in with public transportation, cooperation of local police and duties of plant guards are the responsibilities of the *traffic* committee.

BOYS AND GIRLS were impressed with the size of this Westinghouse steam turbine base and cover when they climbed up 30 feet for a free ride on the slide.

Selection and assignment of committee members will depend on the skills and talents which individuals can contribute to the particular committee responsibilities. For example, a purchasing man can be valuable to the display and features committee, as well as to the reception and hospitality committee. A safety expert and a manufacturing man should be on the plant preparation committee. A promotion, advertising, public relations man or all three should be on the promotion committee. The plant preparation committee can use the services of the plant engineer. The chief of the guard force might be the chairman of the traffic committee.

A detailed eight-week schedule completes the ingredients of the 878 plan for a successful open house.

Here is a basic schedule that works:

8th Week Prior to Event

- (Plant manager names general chairman; general chairman and plant manager select Steering Committee)
- Steering committee starts weekly meetings
- Date and time set
- Determine committee members
- Obtain plant floor plans for committees to use as needed

7th Week Prior to Event

- Announce event to community leaders via letters, to management by chain-of-command meetings or letters, to employees via letter, to community via news release
- All management asked to suggest names of community leaders for special invitation list
- Committees named
- Encourage department planning
- Begin plant preparation
- Explore entertainment program
- Decide on souvenirs
- Plan product exhibits

6th Week Prior to Event

- Picture of steering committee for publicity
- Order souvenirs
- Plan tour route
- Plan and start developing exhibits
- Plan economic information signs
- Committee meetings followed by progress reports to steering committee

5th Week Prior to Event

- Get pictures of various key operations for publicity and to illustrate tour in guide book or other special publications
- Order window posters for distribution in community
- Prepare tour route map

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Post bulletin board notice about the event

4th Week Prior to Event

Steering committee checks progress of all committees
Safety bulletin for all committees
Order guide books or special publications

3rd Week Prior to Event

Letters of invitation to employees, retirees, community leaders, service clubs and others
Prepare advertising copy and layout
Prepare radio spot announcements to promote attendance
Advise supervisors of their "meeting and greeting" responsibilities during event
Progress story and publicity picture featuring employees getting plant ready

2nd Week Prior to Event

Preparation picture and story featuring employees
Posters out in stores
Plant inspection Friday by steering committee to determine readiness and extra preparation needed

Week of Event

Interesting picture for publicity
Attendance-building news story on what to see
Thursday advertisement in papers
Radio spot announcements Thursday, Friday and Saturday (A.M.)

OPEN HOUSE—SATURDAY

At the end of the open house day, nearly everyone connected with the project will go home tired but satisfied. They will realize their plant has made an impression on the employees, their families and the community. Perhaps no one will want to think of ever having another open house, but within a year someone will ask when you are planning the next one. And you will probably answer, "About next year or the year after—as soon as we can."

ROBERT T. SCOTT *has been manager of community relations for Westinghouse Electric Corporation since 1957. He coordinates community relations programs at all Westinghouse locations and provides programs and materials for local community relations activities. A graduate of Fordham, class of '41, Mr. Scott served in the Marine Corps during World War II and taught in the English Department of the University of Pittsburgh before entering public relations.*

Whither The Society's Code?

Urgently needed — understanding of the new code and its enforcement

By Bruce Watson

The Public Relations Society's Code of Professional Standards poses problems and imposes responsibilities of which too few members appear to be aware. The problems shape up as quite sizable. The responsibilities cannot be lightly dismissed.

Indifference stemming from inadequate information about the Code is potentially dangerous because the considerable problems involved go directly to the heart of the Society's job of improving the standards of professional practice.

Personal apathy among those who are reasonably well informed on the subject is an unaffordable luxury since the basic responsibilities spelled out in the Code rest squarely on each individual member.

Adoption and subsequent publication of PRSA's new Code during the past year have thrown a clarifying, if not widely noted, light on certain factors which may produce some unwanted consequences if prompt attention is not given to them.

First and foremost is the fact of the new Code's existence and the significant conditions it imposes upon the membership. It comprises a broad spectrum of basic principles which are not just mildly conditioning, but literally binding, in their effect on the professional conduct of the members. In fact, a key condition of membership is the pledge "to adhere faithfully to provisions of the duly adopted Code."

In good conscience, therefore, members should not only know their Code but respect and apply it in their own practice. Furthermore, and this needs to be stated in the strongest terms, membership carries an inescapable personal responsibility to police the Code as provided in Article 9, which states:

"A member shall not intentionally injure the professional reputation or practice of another member. However, if a member has evidence that another member has been guilty of unethical, illegal or unfair practices, including practices in violation of this Code, he should present the information to the proper authorities of the Society for action in accordance with the procedure set forth in Article XIII of the By-laws."

Thoughtful response

The new Code is the thoughtful response to a strongly felt and widely expressed need on the part of many segments of the membership. It supersedes the original and much more general Code which was adopted in 1954 and which may still be found framed on the office wall of many a member. In the intervening period a continuing study was carried on by the Society's Committee on Professional Standards to develop a statement which would go beyond the profession of goodness and would establish for the first time a practical basis from which reasoned enforcement might proceed.

Years of research

For nearly five years under the dedicated chairmanship of Charles B. Coates, the Committee engaged in research, probed PRSA opinion, sought definitions, and finally in 1958 recommended to the Board that a separate codification of improper practices be prepared. This was developed by the Committee during 1959 under the resourceful chairmanship of Ward B. Stevenson. The revised Code was presented to, and approved by, the Society at the Annual Meeting last November.

There is no mystery about the new Code. It was first published in the December 1959 issue of The JOURNAL and sent shortly after that as a booklet to every member. Yet it is likely that to a number of the members the Code still stands as a detached expression of generalities in once-read leaflet form rather than a set of living principles to which the individual feels himself morally and legally bound.

The fact that the first complaint against a member for Code violation still remains to be brought before the Judicial Council might appear to indicate there is a reluctance on the part of those who have thoughtfully examined the Code to assume the responsibilities imposed in Article 9.

The seeds of future crippling disease would rest in these two conditions: that if indifference to the substance and intent of the Code, and that of failure to act on the part of those who have studied and understand its provisions and who have unmistakable knowledge of its violation. Apathy toward the Code on the one hand, or mute connivance in its perversion on the other, would quite likely produce opposite results from those for which it was intended. Effective enforcement is the only nourishment by which the Code may be kept alive and healthy.

Part of the difficulty may rest in a lack of knowledge among the membership, not just about the Code itself, but more particularly about the comprehensive machinery which has been provided to make practical enforcement possible. The primary enforcement body is the Judicial Council. The primary enforcement instrument is Article XIII of the Society's Bylaws titled "Code of Professional Standards." Both the Code, which is reprinted here on the following page, and Article XIII should be studied carefully and reviewed from time to time by every member. Note how explicitly Article XIII deals with the machinery:

"Section 1. *Powers of the Assembly. Obligations of Members.* The As-

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PUBLIC RELATIONS SOCIETY OF AMERICA

This Code was adopted in November 1959 by the 1959 PRSA Board of Directors and ratified by the 1960 PRSA Assembly. It replaces and strengthens a similar Code of Professional Standards for the Practice of Public Relations previously in force since 1954.

DECLARATION OF PRINCIPLES

Members of the Public Relations Society of America acknowledge and publicly declare that the public relations profession in serving the legitimate interests of clients or employers is dedicated fundamentally to the goals of better mutual understanding and cooperation among the diverse individuals, groups, institutions and elements of our modern society.

In the performance of this mission, we pledge ourselves:

1. To conduct ourselves both privately and professionally in accord with the public welfare.
2. To be guided in all our activities by the generally accepted standards of truth, accuracy, fair dealing and good taste.
3. To support efforts designed to increase the proficiency of the profession by encouraging the continuous development of sound training and resourceful education in the practice of public relations.
4. To adhere faithfully to provisions of the duly adopted Code of Professional Standards for the Practice of Public Relations, a copy of which is in the possession of every member.

CODE OF PROFESSIONAL STANDARDS FOR THE PRACTICE OF PUBLIC RELATIONS

This Code of Professional Standards for the Practice of Public Relations is adopted by the Public Relations Society of America to promote and maintain high standards of public service and conduct among its members in order that membership in the Society may be deemed a badge of ethical conduct; that Public Relations justly may be regarded as a profession; that the public may have increasing confidence in its integrity; and that the practice of Public Relations may best serve the public interest.

1) A member has a general duty of fair dealing towards his clients or employers, past and present, his fellow members and the general public.

2) A member shall conduct his professional life in accord with the public welfare.

3) A member has the affirmative duty of adhering to generally accepted standards of accuracy, truth and good taste.

4) A member shall not represent conflicting or competing interests without the express consent of those concerned, given after a full disclosure of the facts.

5) A member shall safeguard the confidences of both present and former clients or employers and shall not accept retainers or employment which may involve the disclosure or use of these confidences to the disadvantage or prejudice of such clients or employers.

6) A member shall not engage in any practice which tends to corrupt the integrity of channels of public communication.

7) A member shall not intentionally disseminate false or misleading information and is obligated to use ordinary care to avoid dissemination of false or misleading information.

8) A member shall not make use of any organization purporting to serve some announced cause but actually serving an undisclosed special or private interest of a member or his client or his employer.

9) A member shall not intentionally injure the professional reputation or practice of another member. However, if a member has evidence that another member has been guilty of unethical, illegal or unfair practices, including practices in violation of this Code, he should present the information to the proper authorities of the Society for action in accordance with the procedure set forth in Article XIII of the Bylaws.

10) A member shall not employ methods tending to be derogatory of another member's client or employer or of the products, business or services of such client or employer.

11) In performing services for a client or employer a member shall not accept fees, commissions or any other valuable consideration in connection with those services from anyone other than his client or employer without the express consent of his client or employer, given after a full disclosure of the facts.

12) A member shall not propose to a prospective client or employer that his fee or other compensation be contingent on the achievement of certain results; nor shall he enter into any fee agreement to the same effect.

13) A member shall not encroach upon the professional employment of another member unless both are assured that there is no conflict between the two engagements and are kept advised of the negotiations.

14) A member shall, as soon as possible, sever his relations with any organization when he believes his continued employment would require him to conduct himself contrary to the principles of this Code.

15) A member called as a witness in a proceeding for the enforcement of this Code shall be bound to appear unless, for sufficient reason, he shall be excused by the panel hearing the same.

16) A member shall co-operate with fellow members in upholding and enforcing this Code.

Note: As used throughout this Code, the term "Member" includes both Active Member and Associate Member.

sembly of the Society shall have power to adopt a Code and amendments thereto, either at its annual meeting or at a special meeting called for that purpose. All members of the Society shall, by virtue of their membership therein, be bound by such Code as the same may be amended from time to time, and shall be obligated to comply with the procedures established for the enforcement of such Code.

"Section 2. *Powers of the Board of Directors.* The Board of Directors shall have the power (a) to propose to the Assembly a Code of Professional Standards for the Practice of Public Relations, hereinafter called the "Code"; (b) to propose to the Assembly from time to time amendments to such Code when they may appear to be advisable; (c) to adopt rules of procedure for the enforcement of such Code and from time to time to amend the same; (d) to divide the United States into judicial districts and fix the boundaries thereof and from time to time to change the same; and (e) to censure, suspend or expel members either for the violation of such Code, or upon conviction of a crime as provided in Section 7 hereof.

"The affirmative vote of two-thirds of the entire Board of Directors shall be requisite for censure, suspension or expulsion of an Active Member or Associate Member.

"If the Board of Directors does not adopt the recommendation of a panel, as hereinafter provided, it may remand the proceedings to the panel for further hearing and recommendation.

Judicial council

"Section 3. *National Judicial Council.* In connection with the enforcement of such Code, there shall be a National Judicial Council consisting of panels of six members each, one panel for each judicial district formed pursuant to subdivision (d) of Section 2 hereof. Panel members shall be appointed by the President with the approval of the Board of Directors given at their annual meeting. To be eligible, a panel member shall have his principal place of business in the judicial district for which he is appointed. Panel members shall be appointed for terms of three years and until

Continued on Page 26

their successors are appointed, and the terms of such members shall be so arranged that in each judicial district the term of two panel members shall expire each year. Such appointments made at the 1960 annual meeting of the Board of Directors shall be made for one, two and three years so as to effect the equal rotation of members on the panel. Appointments to panels shall be subject to changes in the boundaries of judicial districts. The President shall have power to fill any vacancy on a panel for the unexpired term.

Panels

"Section 4. *Organization of Panels.* The President shall, at the annual meeting of the Board of Directors, appoint a Chairman and Vice Chairman of each panel to serve for one year and until their successors are appointed. Each panel shall meet at the call of the Chairman thereof at such time and place as he may designate in the call of the meeting. The Chairman shall call a meeting of the panel at the request of two members thereof. The Vice Chairman shall, in the absence or disability of the Chairman, exercise the powers and perform the duties of the Chairman. The office of the panel shall be the principal place of business of the Chairman of the panel.

"Four members of a panel shall constitute a quorum for the transaction of business. The affirmative vote of three members of the panel or of a majority of those present, whichever shall be the greater number, shall be required for any vote recommending censure, suspension or expulsion.

"Section 5. *Powers of a Panel.* Each panel of the National Judicial Council shall have power (a) to make investigations regarding and to hear complaints relative to violations of the Code, either upon its own motion, upon motion of an Active Member or an Associate Member or upon motion of the Board of Directors; (b) after a hearing upon such complaint, to make recommendations to the Board of Directors with respect to the censure, suspension or expulsion of the Active Member or Associate Member for violation of the Code; (c) to express its opinion regarding proper professional conduct when consulted by a member of the Society having a place of business within the judicial district, subject to approval by the Board of Directors.

In October, 1958, BRUCE WATSON *established a general management consultant firm under his name in New Canaan, Conn. Prior to that he had been Director of Public Relations for General Foods Corporation. Currently he is serving as Chairman of the Committee on Standards of Professional Practice, a Standing Committee of the Public Relations Society of America. Mr. Watson is a graduate of Yale College.*

"Section 6. *Venue.* Each panel shall have independent jurisdiction to hear complaints against members having a place of business within the judicial district, and also to hear complaints based on violations of the Code taking place within the judicial district.

"Section 7. *Conviction of a Felony or Misdemeanor.* The Board of Directors may, by a vote of a majority of the entire Board, suspend or expel any member who shall have been convicted of a felony or misdemeanor related to the conduct of his profession or involving moral turpitude. Before taking a vote on such suspension or expulsion, the Board of Directors shall give the member a hearing on reasonable notice or it may refer the matter to the panel of the National Judicial Council in the area in which the member has a place of business, for hearing and recommendation to the Board of Directors, in accordance with its rules. Proof of conviction shall be made by a duly authenticated copy of the order or judgment of the court or judge convicting the member.

"Section 8. *Miscellaneous.* All proceedings of the panel and of the Board of Directors under this Article shall be confidential and in closed sessions.

"The Board of Directors shall cause notice of a Resolution of Censure, Suspension or Expulsion to be given to members of the Society, and the President and Executive Director of the Society are authorized to make such public statements concerning any such resolution and the proceedings upon which it is based as they may deem appropriate."

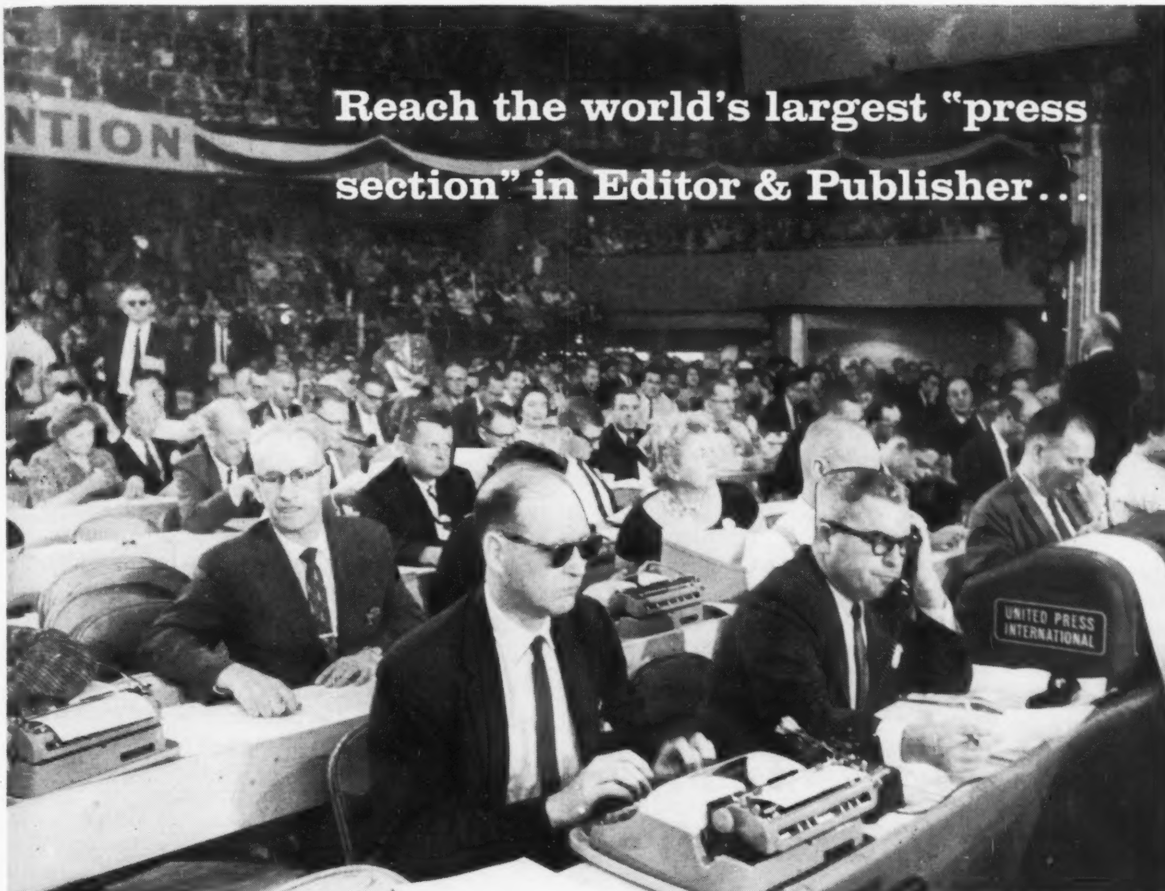
About interpretation

To be sure, the Code itself is not explicit in drawing specific lines governing a member's professional conduct; nor should it be. Questions of interpretation of the facts are left properly for the Judicial Council to rule on from case to case. Only through enlightened application of the judicial process will a body of experience, interpretation and rulings in case form be built as a firm footing for the continuing improvement of public relations practice within the framework and province of the Society. And, in the final analysis, only soul-searching study, open discussion and thoughtful action by the members as individuals will bring this about.

All of this will take time and understanding. It will inevitably involve progressive amendment of the Bylaws and continuing improvement of the Code. Above all, it will require purposefulness and not a little courage on the part of the membership if the Society is to realize in the future on the wise and resourceful contribution of those who have helped for years to shape the tools we have at our disposal today.

We realize in the final analysis, however, that the Code itself is merely a tool, that the underlying spirit of professionalism can never be codified and regulated but must find its expression in the consciences of the members. Each one shares some weight in the burden of conscience and responsibility the Society bears for sound standards of public relations practice.

Given conscientious recognition, the new Code and its wise enforcement can be made to serve public relations well. Yet the place public relations ultimately achieves in the affairs of men will be shaped primarily by what the Society's members, as individuals, think, believe, decide and do. As the late Oliver Wendell Holmes put it so simply, "Any calling is great which is greatly pursued."



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ENGINEER monitors tape recordings of annual stockholder meeting.

R_X FOR ANNUAL MEETING BLUES

This yearly event can serve as a major public relations project

By Robert C. Hughes

We in public relations must face the realities of the corporate annual stockholders' meeting. We patiently toil over speeches, displays and a multitude of trivia and may be faced on the fateful day by a slender audience which braved the rain to attend. Sometimes a goodly portion of these people are current or retired employees and nice ladies out for the fun and lunch. The annual report was issued six weeks earlier, and first quarter earnings may already have been the subject of a press release. So on the big day, we can find ourselves without even a worthwhile story to give to the daily papers.

Tale of woe often repeated

Naturally, this tale of woe does not fit every company; but in small to medium-sized corporations it is repeated hundreds of times every year. Yet, there is no good reason why it must be this way. Every day, in public relations work, we strive to make the things done for one purpose pay additional dividends through a multiplicity of other uses. Our objective should be to get away from one-track thinking about annual stockholder meetings and make them also produce results which help achieve public relations goals in other areas.

World-wide stockholder meeting

Last year, Worthington Corporation held what was perhaps the first World-Wide Annual Stockholders' Meeting. It accomplished all normal objectives of an annual meeting. At the same time, it provided the key effort of two separate employee communication programs, while earning nationwide attention. The plan now has worked successfully for two years, utilizing quite different methods.

Three separate public relations and employee communication programs were in process at the same time in 1959. First, a major year-long effort was directed at employee economic education, particularly the hard facts concerning the company's economy and the urgent need for more healthy profits. A second long-range marketing communication objective was a program called "Gear-to-the-Customer" —with the philosophy that moves by every employee should be made with the desire and need of the customer foremost in mind. The third program, naturally, was a successful annual meeting.

Three-fold objectives reached

The World-Wide Meeting solution utilized the annual meeting simultaneously to accomplish employee communication, marketing and public relations objectives. This required an interesting informative annual meeting for the stockholders, directors and officers, while concurrently communicating economic facts and "Gear-to-the-Customer" thinking to employees. Add the requirement of doing the job on a limited budget throughout an organization with 20 plant locations and 25 sales offices.

The plan was a World-Wide Worthington Meeting at which the chairman and president could talk to both stockholders and employees in far-flung locations at the same time. Obviously, closed circuit TV was an ideal solution. But equally obvious was the fact that it was expensive and many locations were not accessible to closed-circuit TV.

The answer to the problem in 1959 was a closed-circuit telephone hookup to each plant location with loud speakers on the receiving end suitable for the size of the local meeting. That year 20 plants from New Jersey to California were covered by telephone, and some 30 smaller locations in the United States and 11 foreign countries were included by means of pre-cut recordings. The timing of the stockholder meeting was moved back a bit, so the simultaneous West Coast meetings did not take place at the break of dawn.

Planning the program

Careful planning of the talks to tailor them to the needs of both the stockholder and employee audiences was essential. This problem was solved by dividing the assignment between the chairman and the president. Each talk was written with the viewpoint of the other audience in mind. But primarily, the chairman reported operating and financial results to the stockholders, while the president discussed

"Plans for the Sixties," directed also at the employee audience. This latter subject wrapped up five major corporate development plans, among them the "Gear-to-the-Customer" program.

Through a pre-arranged schedule, each local plant manager followed the broadcast with his own "Annual Meeting." He discussed results for the past year and how he proposed to work within the framework of the corporate development plans. Sales offices used a similar program but concentrated on their major objective—"Gear-to-the-Customer."

Instead of spending all the time, money and effort on an audience of 250 stockholders, management also talked to more than 2,000 supervisory employees in more than 50 locations throughout the world. This was done for less than $2,500 above normal annual meeting costs. Stockholders praised the new approach and there was wide press and radio coverage.

A new first for 1960

Our World-Wide Meeting is now an annual event. However, the 1960 meeting created several new problems. Last year only the talks of the chairman and president were broadcast. This year the entire meeting was to be presented to the employees. Complicating matters further, the program contained a 15-minute sound strip film presentation of the company's Public Utility Symposium, one result of the 1959 "Gear-to-the-Customer" effort.

At first it appeared that the film and record could be sent to each plant location in advance and synchronized with a telephone broadcast. But this procedure became overly involved in view of the precise timing required. In addition, telephone time is expensive especially when the hookup runs for more than an hour, and this was too long a period to expect an audience to sit and listen to a loudspeaker without pictures. So a new method was devised to fit the altered conditions.

About 50 slides were taken from the Public Utility Symposium and an abbreviated script was recorded to accompany the film. One print was made in strip film form for use at the actual stockholder meeting. During the meeting the entire proceeding was tape recorded, and later transcribed and edited down to a 70-minute time schedule. This material was then reproduced on four 12-inch long playing record sides which included the script that accompanied the strip film shown at the meeting. During the meeting, large numbers of candid color pictures were taken of the general scene, speakers and audience participants. Appropriate shots were selected to go with the recordings and produced on a single strip film which included the 50 frames shown at the meeting. The pace of the filmed meeting is actually better than the original since about 40 minutes of non-essential business was removed in the editing process.

The complete package was produced and shipped to each local meeting location within ten days of the actual stockholder meeting. A pre-arranged schedule of local annual meetings was already set up at each location, and when records and film arrived local managers were ready.

ROBERT C. HUGHES *is Manager of Public Relations and Employee Communications of the Worthington Corporation, a machinery manufacturer whose general offices are located in Harrison, New Jersey. In this position, Mr. Hughes is in charge of all public relations activities within the company. He joined Worthington in 1953, and in 1958, was appointed to his present position.*

Again the show played to an audience of well over 2,000 employees. This meant that many employees, who never before had attended an annual meeting, saw and heard one from start to finish.

The 1960 method appears to have two major advantages over the original procedure. First it enables local managers to schedule meetings at convenient times and for groups that fit *their* needs rather than adhering to the rigid schedules of a telephone broadcast; second, audience reaction is much better when the sound is accompanied by pictures. Also, the film method permits usages of the program at later dates.

An ideal method, in all probability, is closed television. But either of the methods described above is nearly as effective and comparatively inexpensive. In any event, it works. The stockholders like it, the employees like it, media likes it—and it certainly *does* communicate.

1960 ANNUAL MEETING for stockholders held at the Essex House Hotel, Newark, New Jersey.

THERE'VE BEEN SOME CHANGES MADE

Here is a readable account of the Society's new bylaws

By Dudley L. Parsons

In recognition of the needs imposed by its rapid growth and the obviously dated nature of its Bylaws, in 1959, the Public Relations Society of America decided to take a fresh look at its structure. Leadership in this movement was taken by Carroll West, then president of the Society, who appointed the present Committee on Organization Structure, consisting of George Crowson, Scott Jones, Ed Lipscomb and Dudley Parsons. The same committee was re-appointed for 1960 by Kenneth Youel, 1960 PRSA President. Although small, the committee collectively has had experience in every elective office in the Society and, in its membership, has taken part in the discussions and debate through all the Society's principal crises and developments.

The committee was guided from the start by certain basic principles, notably:

1. In so far as possible the Bylaws should consist of constitutional matter, leaving legislative matters to the proper bodies.
2. A Bylaw, to be recommended, must be practical and workable and an improvement.
3. The Bylaws must be in accord with the law.
4. The Bylaws should provide for leadership along with sensitivity to the expressed opinions of the membership.

In November, 1959, the then Board of Directors voted to accept the Bylaw amendments brought in by the committee which, together with the revisions made with regard to the National Judicial Council, changed about 90 per cent of our Bylaws.

The committee expects to recommend further amendments in November. Meanwhile, let us take a quick look at the present structure of the Society and a little of what went into it.

We asked for opinions from all the elected national officers of the Society, from the committee chairmen and from all others who might wish to volunteer them. We had voluminous correspondence, several meetings, and kept in close touch with the officers and the then Executive Committee of the Society. We tried hard not to be arbitrary and believe that our suggestions largely reflected the wishes of the members.

We dropped old Articles I and II covering name and purpose because they are covered by the certificate of incorporation and are redundant in the Bylaws.

Associates become Associate Members because the New York State law for membership corporations, under which we are incorporated, says we cannot rightly imply that they are not members.

Changed only in name

Now we come to some changes that are not really changes at all except in name. This was done to conform with existing practices but primarily because the law is insistent on this nomenclature.

The Board of Directors has become the Assembly. Its members are delegates on the national level but are District Directors in the revamped district structure which will be discussed later.

The Executive Committee has become the Board of Directors.

District Vice Presidents, which was a misleading title, have become District Chairmen.

The old Executive Committee and its Chairman have disappeared

The President will preside at all official meetings and the Vice President in his absence.

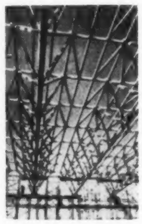
Past Presidents Council

The past presidents have been organized in a Senior Advisory Group called the Past Presidents Council.

Rotating service

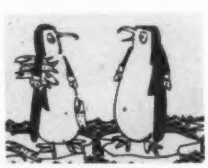
More continuity has been given to the Assembly, the directors and the Standing Committees. Members of the Assembly and Standing Committees now serve for three years in rotation and the four members at large of the

nine-man Board of Directors serve two years in rotation.



Structure

The Districts have been given structure. Districts may not contain less than three or more than six chapters. This has required redistricting by the Board of Directors. The Districts are organized and run by their own Chapter and Assembly delegates who elect the District Chairmen. The District Chairmen replace the District Vice Presidents but are the chief executive officers of the District. The duties of the Chairmen are spelled out in the new Bylaws. There will be no more District delegates at large, but those previously elected and serving may run out their terms. This applies equally to those elected in 1959.



Mutual interests

To allow for the special interests of definable groups, Sections may be formed which can develop their own activities. To avoid splintering, a minimum of 100 members is required to form a Section. Formation of a Section is permissive and membership in it is permissive. Neither is mandatory. So far, one Section of counselors has been authorized.

Democracy

The so-called "Russian Ballot" is eliminated. Hereafter all District delegates will be elected by the Chapters. There is allowance for representation for Canadians and non-Chapter members in accordance with rules to be set by the Directors. Officers, Directors and Trustees of the Foundation are elected by the Assembly. A Nominating Committee of nine members is appointed by the Board with no two members from the same Chapter. The Committee will suggest a single slate but additional nominations may be made by petition signed by ten or more delegates.

Broadened Committee responsibility

The Committee structure has been broadened and a new Finance Committee has been created to recommend financial policy. Standing Committee assignments have been expanded to cover whole categories. For instance, the Public Relations Committee will now be charged with recommendations with respect to publications, publicity and public service projects. If a committee work-load becomes too great, it may form its own sub-committees. Standing Committee members, with the exception of Nominating and Finance, are appointed for three-year terms in rotation so that at least two-thirds of the Committee will have experience and background.

Enforcement

A new Code of Ethics, revised judicial procedures and changes in the National Judicial Council were recommended by the Committee on Professional Standards and approved. It should be noted that procedures have been streamlined and the bringing of charges and the imposing of penalties have been facilitated.

Changes to come

By the time this appears, it is expected that further proposed amendments to the Bylaws will have been announced under the 30-day notice rule. These amendments should represent completion of the job by the Committee on Organization Structure of reviewing the entire Bylaw structure of the Society. Therefore, in addition to new matter there are questions of coordination, corrections of draftsmanship and some excellent suggestions received from members.

At this writing, we expect to propose changes such as the following:

A provision for life membership or for reduced dues following full retirement.

Re-instatement of members who have resigned voluntarily without penalty if they make application within a suitable period.

Clarification of matters regarding Chapter, Section and District formation, membership, etc.

Possible additions to Standing Committees.

Extension of national judicial structure to include all members outside of District structure.

Possibly some form of permissive accreditation.

As in the past, our correspondence and discussions have been voluminous. We deeply appreciate the full cooperation of the Assembly and of the Board of Directors as well as the help and consideration given us by many members. However, as a volunteer committee, we could never have completed so much of the work assigned to us without constant and ungrudging assistance from PRSA headquarters. With everybody's help, we have attempted to improve and streamline the organization but in every important way, it is still the same Society—ever-growing and ever-greater in leadership.

DUDLEY L. PARSONS, *who is currently serving as Chairman of the Committee on Organizational Structure, a Special Committee of the Public Relations Society of America, has been active in Society affairs for a number of years. He has served on the Board of Directors and for two years was national Treasurer. The President of Dudley L. Parsons & Company, Inc., New York, Mr. Parsons was educated at MIT, Columbia University and abroad. He is the author of a number of articles on public relations, several of which have appeared in the* PUBLIC RELATIONS JOURNAL.

Corporate Giving Has Grown To King-Size Dimensions

Today's public relations executives play important roles in business philanthropy

By David M. Church

Few companies visualize their philanthropic activities primarily as public relations efforts. They have outgrown the idea that acts of charity *in and of themselves* generate much favorable public opinion. In 1960, philanthropy is simply one of many expressions of good corporate citizenship.

In the process of living up to the standards of good citizenship, however, public opinion must be considered. Thus, the practicing public relations executive or counselor has a real and every-day concern with philanthropy, which is woven into the fabric of good citizenship.

Free enterprise

Beyond the matter of such citizenship, philanthropy is basic to our system of free enterprise. Philanthropic contributions in the United States from all sources reached a record \$7.8 billion in 1959—a great free offering in evidence of man's regard for man.

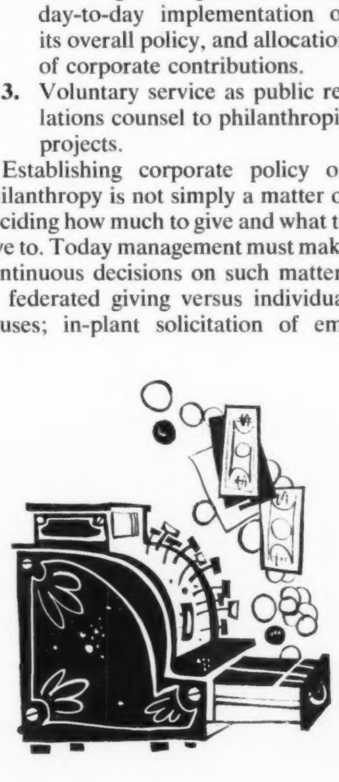
Sources of contributions may provide food for thought in public relations offices: Some \$525 million was provided in gifts from corporate income, corporate foundations and gifts in kind. Additional in-plant solicitations from executives and employees brought, perhaps, another \$250 million in philanthropic gifts. Gifts of individual donors which always comprise the bulk of philanthropy, exceeded \$6 billion. Bequests and grants from general welfare foundations totaled some \$1.25 billions.

The increasing depth of corporate giving is indicated by the fact that corporate gifts to federated campaigns have increased 96 per cent in the past ten years.

The matter of support for education, health, recreation, religion and social welfare affects all of us as individuals many times a year. Just as the educator, clergyman, teacher and executive —the public relations practitioner also has a business or professional relation to philanthropy. His position as an advisor to management and an expert in communications assigns him a vital three-phased responsibility. Public relations people in industry or business have a responsibility for:

1. Helping mold corporate policy with regard to corporate philanthropy.
2. Advising management on the day-to-day implementation of its overall policy, and allocation of corporate contributions.
3. Voluntary service as public relations counsel to philanthropic projects.

Establishing corporate policy on philanthropy is not simply a matter of deciding how much to give and what to give to. Today management must make continuous decisions on such matters as federated giving versus individual causes; in-plant solicitation of employees; the evaluation of individual causes, and the limits of its executive participation in fund drives—which ones, how often and how long?



Since action on appeals and solicitations is an aspect of a company's everyday life, it is a matter for continuing serious consideration of public relations executives at the policy level.

Seven questions

Obviously, to serve effectively his company and its community and/or national responsibility, the public relations executive must appreciate the basic needs of each area of philanthropy, whether it be health and welfare, education or civic and community development. Moreover, he must exercise the corollary responsibility of relating these needs to the social responsibility of his company. He must acquire the capacity to evaluate objectively each appeal on its own merit, considering such questions as these:

1. What is the corporate donor's social responsibility to this project?
2. Does the program solve the problem or merely alleviate it; is it wisely planned?
3. Does the project have public acceptance?
4. Does the appealing organization have a sound record?
5. Is it tax exempt?
6. What other organizations or corporate bodies are expected to give support?
7. Who endorses this project?

To acquire and evaluate the answers to these, a sound knowledge of philanthropic need, method and principle is requisite.

Techniques for acting on every

Continued on Page 34

solicitation are required. An individual acknowledgement and formal notification of the company's reaction to each appeal are minimal responses.

Obviously, the problem of phrasing properly the rejection of certain appeals is important. No less important, however, is how a corporation makes its contribution. Emergency appeals for money, merchandise or services must be given individual and speedy consideration. Long-term projects can be evaluated in a calm orderly process. Appeals for help for flood victims, the families of stricken children and all other emergency cries for help must be evaluated quickly before the need has passed.

Failing to evaluate in time has the same effect as evaluating and deciding not to act—and, of course, such refusal—by intent or default—can be most damaging when the emotions of a community are aroused.

Opportunities, especially for pioneering in philanthropy are still existent, and offer rich rewards to the willing. For example, one major corporation a few years back noted the failure of many small colleges to qualify for accreditation for want of the required volumes in their libraries. In place of the obvious, United States Steel granted a sum to the American Library Association with the provision it be used to develop libraries of schools otherwise qualifying for accreditation. Obviously, some keen thinking and a sound knowledge were involved in this decision.

From a public relations standpoint, the creation of a company sponsored foundation is of special significance. All foundations are not multi-million dollar structures bearing names such as Ford and Rockefeller. There are about 800 foundations with assets between $1 million and $10 million dollars for philanthropic work. The corporate foundation is being increasingly used as a means of stabilizing a corporation's contributions, since it permits building up resources for giving in good times, also to be drawn upon in times of less favorable business.

By formalizing such factors as goals for corporate philanthropy, amount of money available, procedure for evaluating appeals and standards of operations, a foundation helps assure positive corporate public relations accomplishment. The foundation can spread understanding of the company's role in philanthropy among employees,

Continued on Page 36

"That so few now dare to be eccentric
marks the chief danger of the time."
John Stuart Mill

sculpture by Alberto Giacometti

suppliers, competitors and other influential publics. As part of the day-to-day job, the public relations executive must guide management in these aspects of philanthropy:

1. Coping with changing community needs and participating in progressive development of community services.
2. Advising new and relocated personnel on community opinion and unusual requirements with regard to plant or home solicitation.
3. Assuring well-tempered internal and external climate for the company's philanthropies.
4. Assuring recognition for the corporation's part in philanthropic activities.

Making recommendations in these four areas requires that many aspects of the problem be considered beyond the pure and simple public relations angle. Such considerations may include the attitudes and the disposition of employees; the built-in attitudes of management; the trend of community opinion on education and health services, and the possible long-term implications of snap judgments.

There is another side of the coin—the public relations executive in his role of volunteer advisor to philanthropy.

Managers of philanthropy are likely to appreciate the importance of public opinion even more than their counterparts in the business world. For this reason, both professional and lay leaders in most philanthropies eagerly seek the services of public relations people on a volunteer basis. When called on to serve, the professional opinion builder may find five areas of vital import:

1. Setting the agency "house in order"
2. Helping document needs and goals
3. Examining and evaluating opinion
4. Publicizing the role of philanthropy in a free society
5. Developing campaign promotion and publicity

Setting the agency house in order may be a complicated task depending on the age, type of service and attitude of its board of directors. Schools and hospitals face certain problems entirely dissimilar from those of many recreational or youth service agencies.

Setting the house in order is quite different from documenting need. Frequently, the philanthropies which serve the greatest need have improper or antiquated administration methods, lack of adequate staff or shortages of personnel which lose valuable community support.

Once the house is in order, the public relations executive or counselor can help the philanthropy document the need for its continuation. This is not unlike building a market for a consumer product or service. The difference is that the need for philanthropy is inherent in society—and the public relations job is to make the community aware of the need and the value of the particular service performed.

The examination of opinion must include study of community leaders, lay and professional leaders in the agency and leaders of other agencies in the field. Occasionally misunderstanding or distortion of facts will effect a philanthropy's ability to raise money. Knowing the source of misunderstanding is, of course, prerequisite to overcoming it.

It is worth repeating that philanthropy is an essential element of a free and democratic society. There is little, if any, need for fund raising under any form of government which centralizes the entire society under a dictatorship.

RESPONSIBILITY OF LEADERS

"It is worth repeating that philanthropy is an essential element of a free and democratic society. There is little, if any, need for fund raising under any form of government which centralizes the entire society under a dictatorship. Therefore, it is a continual responsibility of leaders in philanthropy to emphasize giving of time and money to philanthropy of one's choice as a price and heritage of freedom."

Therefore, it is a continual responsibility of leaders in philanthropy to emphasize giving of time and money to philanthropy of one's choice as a price and heritage of freedom.

At the time the Founding Fathers were writing the Declaration of Independence, some of them were impressing on their fellow man the importance of philanthropy. Jefferson and Franklin wrote often and lengthily on the citizens' responsibility for charity and the individual's responsibility for seeing his gifts are properly used.

Most public relations people, however, find themselves most heavily involved during an actual fund-raising campaign. For short periods a concentrated communication program is required. Using every media, the public relations committee is called on to "sell" the cause to potential givers.

In view of philanthropy's roots in our independence, fostered by such aids as public service broadcasting and support by newspaper and magazine publishers and other media, it causes anyone concerned to become more aware of his potential value and responsibility in this field.

DAVID M. CHURCH, *Executive Director, the American Association of Fund-Raising Counsel, Inc., was formerly Vice President of the John Price Jones Company. With two decades of experience in fund-raising and public relations, he served as public relations director for U.S.O. and the National War Fund during World War II. He is graduate of the University of Pennsylvania. Prior to entering fund-raising he was a press association correspondent in this country and abroad. He now devotes his entire time to the direction of the AAFRC, a non-profit organization of 31 firms engaged in directing, organizing and counseling fund-raising activities, in the United States and Canada.*

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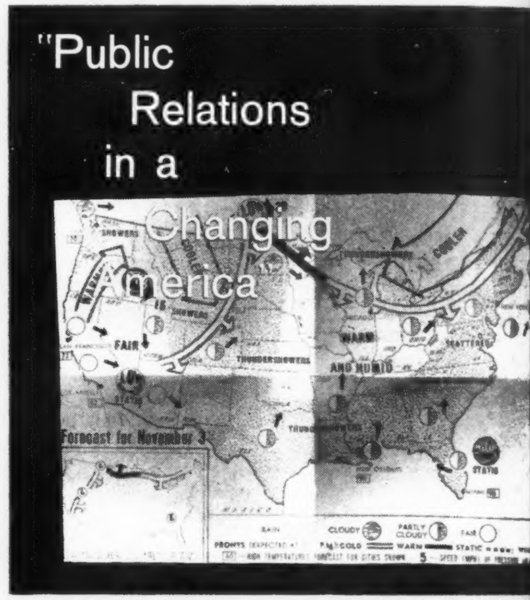

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PRSA's President-Elect who will deliver an inspiring message to the membership at the Annual Luncheon on Friday, November 4.

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- The Business Page Story
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- Radio and Television as Public Relations Tools
- The City Desk Story
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PUBLIC RELATIONS TODAY

NOTE: The editors of the PUBLIC RELATIONS JOURNAL *are especially pleased to reprint, with permission, the following excerpts from a Special Report on Public Relations which appeared in the July 2 issue of "Business Week." This report tells the story of today's public relations practitioners, who they are and how companies use their services. We think our readers will find this material particularly rewarding.*

". . . In the short space of 25 years, the need for and practice of public relations has grown to the point that today public relations has become firmly ensconced in the superstructure of U.S. business. By almost any yardstick its growth has been spectacular:

• "Among the top 300 companies in the country, three out of four have full-fledged public relations departments, a broad-jump from the one out of 50 reported in 1936. New corporation public relations departments are starting at the rate of 100 a year. Moreover, thousands of not-so-big companies have public relations people on the premises or use outside public relations consultants.

• "The number of public relations practitioners has probably out-mushroomed any other management service group. Thirty years ago, it would have been hard to list over 1,000 public relations people. Today there are an estimated 100,000 public relations practitioners.

• "Most of the 100,000 are on corporate public relations staffs ranging in size from one-man departments to the several-hundred-man public relations corps General Motors has spread around the world.

"Others are with public relations counseling outfits whose number has passed the 1,350 mark and is growing at the rate of 50 a year. The New York classified phone book now has eight full columns listing 'public relations counselors.' Twenty years ago it had but one column. . . .

"The field is expanding like a yeasty dough. By 1969, companies will be spending $6-billion a year on public relations, and the number of practitioners will have jumped to 250,000. . . .

". . . Public relations executives find their bailiwicks are being stretched like rubber bands. Once corporate public relations consisted mainly of press releases and product publicity. Today, a public relations director may have under his wing everything from annual reports and stockholder relations to community relations and corporate philanthropies. . . .

". . . Management has come to the conclusion—sometimes reluctantly—that it is living in an era of public opinion. That opinion can be dealt with directly or by default, but management cannot ignore it. . . .

". . . Public relations has deepened the channels of communications between publications and business. Business sections of newspapers and magazines are filled today with stories that companies wouldn't have dreamed of discussing, let alone have sent out, 50 years ago.

"Secondly, the 100,000 public relations practitioners serve as a tremendous source of communications manpower. Without them, only a handful of newspapers and radio or TV stations would have the staff or resources to cover business activities. . . .

". . . But public relations has done more than expedite communications; it has helped make management more aware of public opinion and responsive to it. Public relations tries to work both sides of the street, speaking for and to management.

"At its best, it tries to get management to test every decision against the balance point of public interest and opinion. As a result, it has helped make good conduct more prevalent in U. S. business. . . .

"In this, his role is like that of the company lawyer, tax man, or sales chief. He rarely makes major business decisions any more than the company treasurer makes the decision on whether the business should have a stock or a bond issue.

"On the other hand, public relations directors often find themselves at a disadvantage to other staff members in counseling company management. That's because public relations is a field dealing in abstractions and intuition rather than hard production schedules or interest rate tables. . . .

"Though public relations practitioners still have a long way to go in learning to mold public opinion, they can point to a number of accomplishments—both dramatic things like promoting a new 'corporate image' or making a company head a public figure, and the equally important but less eye-catching things that make a company's day-by-day existence easier.

"Despite its share of failures and flops, public relations can cope successfully with hundreds of company problems, big and small, smoothing the labor climate, avoiding proxy contests, promoting products, building prestige among customers . . .

"One way to get an insight into its current scope is to look at public relations in action—its tactics, techniques, successes and failures.

". . . A good part of corporate public relations can be lumped under the general heading of winning goodwill for the company. A large part of that is tied up with community relations programs. Sometimes the goodwill effort means grabbing an opportunity by the horns; sometimes it's a matter of long-range planning. . . .

"Public relations' growing pains show up in a search for more precise ways to measure its effectiveness. When its objectives are clear and can be measured at the polling or market place, the effectiveness of public relations can readily be grasped. Most of the time, though, it's difficult or impossible to gauge public relations' impact, and its practitioners are usually hard-pressed to prove results.

"Some recent blasts from outsiders have helped make the subject of ethics a very hot one for public relations practitioners. The Public Relations Society of America, sensitive on the point, only recently approved a new code of ethical conduct that forbids its members the use of such practices as 'false-front organizations' to disseminate material. . . ."

AN ENGLISHMAN PINPOINTS PUBLIC RELATIONS FUNDAMENTALS

Head of British Institute discusses what he considers the three basic elements

By R. A. Paget-Cooke

For an Englishman to accept an invitation to write in this JOURNAL about public relations as a whole (as opposed to describing aspects of practice in his own country, may seem, at first sight, an act of impertinence! And yet, although without a doubt *organized* public relations had its birth in America—preceded by Thomas Jefferson making the first recorded use of the phrase, and Ivy Lee, many years later, persuading sectors of American business to adopt a basic public relations policy of *giving* facts to the press—most civilized countries are already, to a greater or lesser degree, public relations-conscious.

And in Britain, public relations can both trace its organized function back to the 1920's and claim today that few if any fields of public life are not represented in the list of public relations-minded organizations. With the steady growth in size—and in attention to policy thinking—of the British Institute of Public Relations, it seems fair to suggest that the fundamentals of public relations are a subject of wide discussion and growing agreement.

Three basic points

In writing this article I am encouraged by the acceptance, shown at the British Institute's annual conference in April, 1960, of the three basic points which I propose to develop in the context of "fundamentals of public relations"—namely: truth, people and deeds; I write as an individual.

It seems of increasing importance, however, in writing or speaking about public relations today, to be clear first about what public relations itself is. And this is often most quickly established by recognition not only of what it is *not* but also of the nature of those functions all too frequently carried out in the name of public relations itself—and yet not, by themselves, the whole field.

For example, to the readers of this publication it is well established that *publicity* is only an outward-going function; and, used appropriately or happening providentially, it can be of great value and tactical importance. (In passing, and as a member of the Research Committee of the International Public Relations Association at the time of drafting, it is interesting to wonder how soon there will be universal acceptance for that body's definition of "publicity": the effect of activity or inactivity of advertising, propaganda or public relations.)

Function of communicating

Again, the function of *communicating* implies a definite set of skills—an element of artistry, too — and acknowledges a broad but fairly well-tried field of "mass" media and more "selective" methods. But neither of these—publicity or communication—is even in the broadest sense the whole of public relations. Nor, approaching the subject, as it were, from the opposite direction, is opinion research or even motivation research.

What then is the real meaning of this sum greater than its parts—public relations? I would not presume to attempt definitions, but it is possible through discussion to suggest the kind of intrinsic description which may obtain general agreement among members of the Public Relations Society of America — whether they are entirely engaged in public relations itself, or through well-recognized force of circumstances, only partly so, or, in fact dealing from day to day only with fields that coincide occasionally with the practice of public relations.

Like many others, no doubt, I am always struck by the simplicity of so many great discoveries — once they are made! But I have more recently begun to wonder particularly whether, for example, the man who first discovered the idea of the wheel was not rather embarrassed by the very simplicity of his own discovery. Did he perhaps feel he had to play down the importance of his own part in what, after all—once he had hit upon it—was a blindingly obvious truth?

East and West

Is there, then, an analogy here in the public relations context? For public relations itself—as a philosophy, a rule of conduct, an attitude of mind (and, fundamentally, it is each and all of these things) — is only a fraction less obvious a truth to the cultured mind today, whether Eastern or Western, than the conclusive advantages of the wheel.

To a Western and largely Christian audience, public relations can also be simply stated to be an application, in practical as well as theoretical terms, of the Christian ethic: love thy neighbor. I see no reason to shirk this fact or the statement of it—for I am writing to people who have a deep and objective interest in the field of public relations; and we are not concerned here with whether our particular employer or prospective client will be best "sold" by such an approach.

It is a constantly enlightening exercise to consider just how very practical are the tenets of the great religions, remembering the historical circumstances of physical facts in which they were first handed down. To rest every seventh day: how easily identifiable this is with the dictates of modern medicine that change and relaxation are essential, at intervals, for today's executives. Love thy neighbor —can there really be a better maxim for the conduct of business than the reconciliation of self-interest with the public interest?

Against this general background, all too briefly sketched and inadequately phrased, I suggest that the three fundamentals of public relations, concerned, as I see it, with the three in fact, spell themselves. They are words: truth, people and deeds.

What truth is

The public relations practitioner, no more than a chairman, a president or any other human being, cannot claim a precise knowledge of what truth is. But, in any given set of circumstances, like anyone else, he can, by real application of thought in the context of all the relevant facts carefully gathered and checked, establish the truth as he sees it. And, more important in terms of our actual field of work, he can help his employers to establish it themselves for themselves.

This is no easy task — ever. It is easier to make one or two assumptions; and certainly quicker to say that, even if the situation isn't 100 per cent as imagined, "it is near enough to do no harm." And, because of this all too human attitude, organizations of every type frequently frame policy decisions, or decide on practical steps in limited circumstances, which prove unsound sooner or later.

If we, as public relations advisers, are concerned with truth as we see it, then automatically we must be equally scrupulous in the giving of information about the truths that are established, and the decisions, direct and indirect, that result from them.

R. A. Paget-Cooke, *1959-60 President of the British Institute of Public Relations, was educated at Eton College and Christ Church, Oxford. Between 1939-46 he served at home and abroad with the Grenadier Guards, and on the staffs of First Guards Brigade, V Corps and Supreme Allied Commander's Secretariat AFHQ, Italy. He was Public Relations Director of Foote, Cone & Belding Ltd., advertising, marketing and public relations agency, for five years, and served two years as Chief Public Relations Officer of The Bowater Paper Corporation Limited. In 1959, he joined his present firm, Voice and Vision Limited, London public relations consultants. In July of this year, Mr. Paget-Cooke, representing the British Institute, appeared by invitation on the BBC Television program, "Press Conference."*

This, then, seems to me to be the first of the fundamentals of public relations. (In passing, I would stress that I am discussing public relations proper — and not, for example, the varied and versatile operations occasionally described as "political public relations.")

The second fundamental is concerned with people. Public relations, as we understand it today, is bound up with organizations and not with personal publicity as such. Organized public relations has surely come into being as a result of the growth of "bigness," the spread of education and the startling improvements and multiplications in the physical means of communication.

These factors have also caused equally important but opposite devel-

Continued on Page 44

opments. On the one hand, with organizations in every field becoming bigger, it becomes more difficult for them to think in terms of the individual; and on the other, people everywhere are being enabled to think of themselves more as *individuals*. Public relations-mindedness is the vital bridge between these two forces, or perhaps more accurately the tie that can hold the bridge firmly in place.

The greatest power in the world is the power of the idea. It may be religious, inventive, nationalist or of several other kinds. But its power lies in its acceptance and existence in the minds of numbers of individual people.

It is individuals who matter — whether they are employees, stockholders, dealers, customers, local politicians, preachers, customers, neighbors, journalists, radio or TV executives, competitors or whatever. The curious thing is that although, in organizations, the decisions that are going to affect other people (as all decisions do, one way or another) are formed *by* individuals, they continue day in and day out to be made without due regard to people as individuals.

Our role, in this context, is of fundamental importance—to ensure that it is not only the legal, financial, production, raw materials, sales, etc., factors that are available to our employers in their decision-making but also the "individual" factor. And this, in fact, consists of two things, I suggest: both the importance (because of his power) of the individual, and also the thoughtful and accurate representation of his likely reactions to possible decisions and ways of communicating them.

The third fundamental of public relations we learned perhaps earliest of all, at our mother's knee. Were we ever really convinced—to the point of wholehearted action—by the parent whose motto seemed to be "Don't do as I do, but do as I say"?

In other words, it is no good just saying things, or saying one thing and doing another. Deeds not only speak more loudly than words alone, but also must come before the words. An organization must deserve a reputation before it seeks one publicly. To impress this upon an organization often imposes on the public relations adviser his most delicate responsibility —in a score of ways and situations which he and his colleagues in the field, no matter in what part of the world they work, know all too well.

OUR MAIN TASK—

"The main task is to clarify the fundamentals of public relations, make them understood by others, and evidence our belief in them by the very practice of our own work. If this can continue to be done with increasingly thoroughness, more will be achieved for civilization through organized public relations than can yet be grasped as early in its existence as 1960."

It is a fact that bricks made without straw end up by being dropped.

If we accept the role of public relations adviser, then we cannot shirk this fundamentally important responsibility, for it is what our employing organizations are seen to *do* that matters. If, as some wish to portray our role, it is that of helping to project an image, then the image must first be based on reality. To help to create the reality is more important than any projection of an image.

Young specialists important

In the British public relations scene today—full of expansion, with a growing area of understanding and acceptance, and evidence of an increasing sense of proportion—there is, needless to say, still too little real public relations-mindedness, and not yet enough opportunity for public relations practice proper, as must be the case in many areas of the world with such a young specialization. Indeed, if there is another fundamental need of public relations—in a rather different sense —it must surely be for an intensive and continuing effort to see that young people, as they grow up, grasp the principles for which public relations stands.

Nevertheless, a constant determination to differentiate between public relations and the fields allied to it (but not themselves the whole of it) will be a powerful aid to the main task. The main task is to clarify the fundamentals of public relations, make them understood by others, and evidence our belief in them by the very practice of our own work. If this can continue to be done with increasing thoroughness, more will be achieved for civilization through organized public relations than can yet be grasped as early in its existence as 1960.

ALUMINUM NEWS

INFORMATION ON THE ALUMINUM INDUSTRY FROM REYNOLDS METALS COMPANY

BIG SAUCER REFLECTS ALUMINUM'S ROLE IN SPACE—The Navy's giant radio-telescope now under construction at Sugar Grove, W. Va. is the largest single use of aluminum in the history of space exploration. Over two million pounds of various aluminum shapes will be used by the Columbus Division of North American Aviation to form its saucer-like reflector that covers an area of more than seven acres.

A BUMPER CROP OF ALUMINUM AUTO PARTS COMING—A better way to make automobile parts from aluminum cuts tooling expenses substantially and reduces the number and cost of press operations. Developed by Reynolds Metals, the process involves warm-forming of parts, such as bumpers, out of aluminum extrusions. The process can be varied to make many automobile parts competitive with steel in price and superior in corrosion resistance, appearance, weight saving and, in some cases, strength.

U. S. ARMY'S "PROJECT MAN"—Aluminum was in the spotlight in the Army's "Project MAN" (Modern Army Needs) held recently at Fort Benning, Ga. Here the Army displayed its most recent advances in vehicles and equipment to the public. One of the most outstanding exhibits was the Army's newest personnel carrier protected by light, tough aluminum armor plate. This showing included the largest array of aluminum equipment ever exhibited by the Army.

INDUSTRY ROLE IN GATT URGED—"The world's largest and most complex business negotiations begin this month in Geneva to work out a new General Agreement on Tariffs and Trade—more commonly known as GATT. The decisions made at these meetings will determine the tariff rates on thousands of <u>individual</u> export and import products of the <u>United States</u> and of the other 40 participating countries. The United States delegation, for example, already has the power to lower United States duties by as much as 20% over the next three years.

"While foreign trade is the sole subject of these GATT conferences, American business has been confined to a very limited and preponderantly negative role in these proceedings. This has not been due to any lack of interest on industry's part but rather is the result of government committee procedures which have developed and become established in connection with the four GATT conferences held since 1947. To my knowledge, no other industrial nation keeps its own industry so much in the dark as ours with respect to GATT preparations and negotiations.

"Industry is barred from the deliberations of these committees during the critical preparatory stages and is given no role at all in connection with the actual negotiations. The present procedures allow too little time, too late, for industry to be as helpful as it could be. There is too little time because no more than two or three months are available for the Committee for Reciprocity Information to hear the views of <u>hundreds</u> of affected industries and for the multitude of committees to digest those presentations. It comes too late because industry's views would be most helpful <u>before</u>, not after, the executive departments <u>and the</u> President have come to a decision.

"Industry is as vitally interested as Government in strengthening the free world economically. There is no sound reason for Government to handicap itself by keeping industry in the anteroom while it wrestles with the complexities of industry's foreign trade problems behind closed doors."

—**R. S. Reynolds, Jr.**

ALUMINUM ABOARD THE ATOMIC CARRIER *ENTERPRISE*—The nuclear aircraft carrier, U. S. S. Enterprise, set for launching September 24th at Newport News Shipbuilding and Dry Dock Company, will use several million pounds of aluminum. The largest ship ever built, she recently received her last major exterior installation — a glistening aluminum dome to house electronic equipment. Capped by the dome, the carrier's "island" towers more than 10 stories high!

ALUMINUM TAKES TO THE RAILS—The Southern Railway recently added to its rolling stock 75 giant covered 100-ton hopper cars made of aluminum. Three of these 60-foot lightweight giants can haul loads requiring four steel cars, without exceeding track weight limitations. The railroad industry is choosing aluminum over steel because of its lightness and non-corrosive qualities with no sacrifice of strength.

SHIP'S SUPERSTRUCTURE A "SNAP" WITH SNAP-LOCK—Unique interlocking aluminum extrusions, invented by Reynolds product development division, had their first marine application recently when Sun Shipbuilding used them in constructing a deckhouse for a new Moore-McCormack freighter. The use of these snap-together aluminum parts over conventional steel construction eliminated welding and saved 77,000 pounds...increasing the ship's stability and payload.

BARGING AHEAD—The world's first all-aluminum barges designed to carry cargoes susceptible to contamination will be built for the National Marine Service of New York and Industrial Marine Services, Memphis. Aluminum's lighter weight will increase cargo capacity; also the metal's non-corrosive qualities make cleaning operations much simpler.

For information on the aluminum industry call any one of the following Public Relations Offices of Reynolds Metals Company:

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CHICAGO:
Wrigley Building, 410 North Michigan, Chicago 11, Illinois, Phone: WHitehall 4-2200

DETROIT:
16200 Northland Drive, Southfield Township, Detroit 35, Michigan, Phone: KEnwood 7-5000

HOUSTON:
Adams Petroleum Center, Room 323-N 6910 Fannin, Houston 25, Texas, Phone: JAckson 8-5546

FLORENCE, ALA.:
412 South Court Building, Suite 502, Florence, Alabama, Phone: EMpire 3-3150 or 3-3151

LOS ANGELES:
3540 Wilshire Boulevard, P. O. Box 75131, Los Angeles 5, California, Phone: DUnkirk 1-3511

NEW YORK:
19 East 47th Street, New York 17, New York, Phone: Eldorado 5-7700

PORTLAND:
819 Cascade Building, Portland 4, Oregon, Phone: CApitol 7-2453

WASHINGTON:
503 World Center Building, Washington 6, D. C., Phone: NAtional 8-5336

The Lighter Side

NOTE: Joseph Finnamore, Public Relations Director of Bulman Bros., Limited, Winnipeg, Canada, writes that he feels public relations people need to show more signs of a sense of humor. The editors of the JOURNAL *will welcome contributions such as the following which Mr. Finnamore submitted with tongue in cheek.*

By Joseph Finnamore

Since it first began to assume the proportions of a separate profession some fifty years ago, a determined campaign has been waged to make public relations the dullest, most pompous, and most humorless calling on earth. Certain pronunciamentos by public relations pontiffs have lent unwitting support to this campaign, in the form of all-embracing definitions!

However, for many years now, a gallant minority of public relations men all over the world have been fighting a guerilla action to keep our profession human, likable—and full of fun. And it looks today as if the guerillas are about to over-run the entire battlefield.

Way back in the early years of this century, there was jolly old Lord Northcliffe, one-time proprietor of the London (Eng.) *Daily Mail,* and quite possibly the most ingenious public relations man the business world has ever known. A story is told of him which brilliantly underscores this ingenuity and his all-round talent for combining private profit with public service—and providing lots of laughs for all those who were privileged to watch him in action.

Lord Northcliffe comes through

In the year 1911, he commissioned the famous writer of mystery novels, William Le Queux, to prepare a serial story called "The Siege of London" for the *Daily Mail.* The theme of the story was to be the invasion of England by a German army.

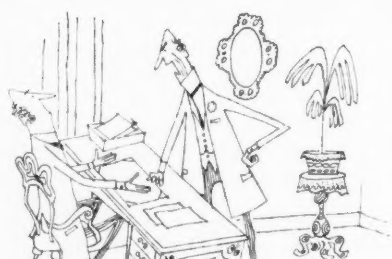
Lord Northcliffe, of course, read the complete story in manuscript before publication—and immediately objected to the invasion route worked out. He said that it ran through too many little villages where the population was too small to yield much of an increase in *Daily Mail* circulation—which was just *one* of the real purposes of the serial story.

Lord Northcliffe suggested an alternative invasion route—a somewhat tortuous one, and at complete variance with all military common sense—but which took in several large towns and densely populated districts where prospective *Daily Mail* readers were more plentiful.

Northcliffe's staff argued that no military strategist in his right mind would follow such a preposterous route—and that the readers would laugh the story to scorn. But Lord Northcliffe stuck to his guns. He knew his public a good deal better than his editors—and so the serial went through, with his tactical changes incorporated.

What was the result? Not one reader in a thousand saw anything wrong with the military "strategy" in the story. It aroused widespread interest because it tied in excellently with the then very real "German Peril," which confirmed itself as such only a few years later, in 1914. It gave the *Daily Mail* circulation a tremendous shot in the arm.

CARTOONS FROM DUBLIN OPINION



"This strategy can only arouse ridicule —and will defeat the entire purpose of the story," said Lord Northcliffe.

From all points of view, it was a whopping success for humor in public relations—and it was only *one* of scores of such humorous successes that Lord Northcliffe planned during his long career as a publisher.

Mark Twain's big story

A doughty exponent of humor prior to our time was our own beloved Mark Twain who got in there pitching as a cub reporter on a small-town newspaper. When learning the business, he was instructed by his editor never to state anything as a fact that he could not verify from personal knowledge. Sent out to cover an important social event soon afterward, he turned in the following story:

"A woman giving the name of Mrs. John Smith, who is reported to be one of the society leaders of this town, is said to have given what purported to be a party yesterday to a number of alleged ladies. The hostess claims to be the wife of a reputed attorney."

The light that failed

Coming closer to our own day, a public relations-minded salesman for a lighting fixtures company recently approached the principal of the school in which his son was enrolled, and told him he was troubled by the thought that the lighting in the schoolroom was not as good as it might be, and so was endangering his son's eyes. The principal was delighted when this loving father offered to have a survey made of the entire school lighting system—*without any cost to the school board!*

Not surprisingly, the "survey" revealed serious defects in the distribution of the lighting. The newspapers, by some occult means (not unconnected with the public relations-minded salesman!) got hold of the story, and gave it the indignant "front page" treatment. And, as if by magic, a barrage of letters-to-the-editor was opened up.

The local Home and School Association took fright and raised its worried voice. Finally, the story reached

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CARTOONS FROM DUBLIN OPINION

The world's first humorous public relations man, the Pied Piper of Hamelin Town, now plies his trade at Winnipeg's Portage and Main intersection.

the school board, which felt it had to take some action in the matter. The salesman, of course, as the "key" man in the shindig, ended up with a nice, big, fat order—not only his son's school lighting order, but orders from all the other schools in the city as well!

Let's have another round

Maybe you've heard the story of the public relations executive whose wife, planning a cocktail party, thought the invitations ought to read "from six to eight." But her husband pointed out that this would be equivalent to telling the guests to go home at eight. So the invitations merely stated "cocktails at six"—with the inevitable result! Long after midnight, the party was still going strong.

Shortly after three in the morning, a police cruiser car arrived. Somebody in the neighborhood, the officer said, had complained, and the racket would have to stop. The host was outraged, and declared he simply *couldn't* believe that any of his neighbors would be mean and sneaky enough to do such a thing. But the police were adamant. A complaint had been received, and the party had to finish.

As the last guest staggered out, the hostess turned to her husband, and murmured: "I wonder who phoned the police?"

Replied her weary husband: "I did!"

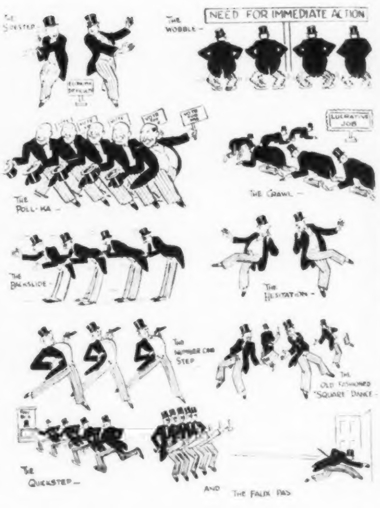
The professor tells all

My own stamping ground, Winnipeg, Canada, produced a nifty piece of public relations humor a few years ago. In the fall of 1958, Professor George Swinton of Manitoba University's College of Art heaved what appeared to be an unpremeditated stink-bomb into the placid Winnipeg business community.

In a talk he gave before the Winnipeg branch of the Canadian Public Relations Society on "Art and Public Relations," he made several cutting remarks about the architectural standards of Winnipeg—especially the standards of a certain recently erected head office building of one of Canada's biggest insurance companies. His concluding remark broke the camel's back. He roundly declared that Winnipeg is fast becoming one of the ugliest cities in Canada—if not the entire world!

Repeat and clarify

Immediately, the sedate mid-west equivalent of all hell breaking loose took place. He was asked to repeat and clarify his views in a *Winnipeg Tribune* editorial page article—the scandalized editors thought they hadn't heard him right the first time. He ran the gauntlet of a local TV discussion show called "Roundtable." Dozens of letters-to-the-editor were written—and, all in all, he became something of a public figure in our prairie metropolis—a controversial one at that!—so controversial, in fact,



A cartoon conception of public relations humor in dance form applied to the upper echelons of statesmanship.

that the Winnipeg architectural firm of Green, Blankstein, Russell and Associates asked him to offer his ideas for "dressing up" a projected new 50-acre shopping centre in the suburb of St. James.

The architects frankly admitted that their decision to approach George was "somewhat influenced" by the widespread dissemination of his humorous comments at the CPRS meeting. The professor has subsequently gone from triumph to triumph—and it looks like we in Winnipeg ain't seen nuthin' yet!

JOSEPH FINNAMORE *has led what he calls the "conventional" life of all those who came to maturity in Europe between the two world wars. Born near Tralee, Ireland, in 1914, he successfully survived the Irish Revolution, the first Great War, the Irish civil war of 1922, the General Strike in the British Isles of 1926, and, of course, the Great Depression of the thirties.*

A graduate of St. Columb's College, Derry City, Ireland, (a liberal arts institution), he acquired experience in a variety of "communication"-type occupations—teaching, selling, journalism, advertising, public relations. During World War II, he served in the British Air Force, on the staff side, in France, Canada, West Africa, and India, where he worked on air force public relations and on the editorial staffs of service magazines.

Resident in Canada since 1946, Mr. Finnamore is a well-known contributor to Canadian business and marketing magazines on "communication" topics. At present, he is Public Relations Director of Bulman Bros. Limited, Winnipeg lithographers and printers.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An Anniversary Project Should Be More Than Just a Celebration

Centennial program of a leading insurance company proved to be both rewarding and successful

By William W. Cary

NOTE to any organization facing up to the possibilities of a Centennial year or some other meaningful birthday: "Have fun. *But act your age!*" Parades and fireworks are great stuff—especially for the young. But the hallmark of maturity is the desire to be of service and to make a contribution to the world.

When an organization reaches its 50th, 75th or 100th birthday, maturity—now measurable in good round numbers—becomes an obvious new public relations asset. Yet the average outline for celebrating such an anniversary often continues to stress not worthy maturity but the lighthearted, the frivolous and the transitory. The last visitor leaves the plant, the bunting comes down from the administration building and a great party has been had by all.

Impressing your publics

But is a birthday party enough? Does it impress your publics with the fact that you are mature in a way that deserves their respect and admiration? What lasting effect upon company, community or customers is achieved by the banquets, junkets, proclamations, give-aways and time capsules?

Wᴵᴸᴸᴵᴀᴍ W. Cᴀʀʏ *is Secretary of the Board of Trustees, Northwestern Mutual Life Insurance Co., Milwaukee, and heads the firm's public relations division. He began his career as a reporter on the "Blackwell (Oklahoma) News and Tribune." He is currently serving as the president of the Wisconsin Chapter, Public Relations Society of America.*

From the experiences of our own company, Northwestern Mutual, during its Centennial, I would suggest that fun is fun, but its public relations value is limited. If the anniversary is to be memorable to the point of having lasting impact rather than being a one-day or one-month wonder, public relations consideration must be carried well beyond the special events area. If a means can be found for celebrating the time by also "acting one's age," a special kind of respect and recognition can be achieved.

The Program was an unprecedented campaign to get policyowners to keep the settlement provisions (or Options) of their policies as up-to-date as the settlement provisions of their wills. Forgetfulness of policyowners can jeopardize the financial security of their dependents.

A case in point is the Option Review Program that proved to be one of the most rewarding projects developed for the Centennial of the Northwestern Mutual Life Insurance Company. This was a service program, pure and simple. There were no tie-ins with sales or other areas of the firm's commercial operations. Its success undoubtedly grew from its concern for the welfare of our policyowner-customers.

A public relations director seeking a comparably successful service idea in his own operations may be interested in how this particular public relations Topsy grew.

We began to give serious thought to the Centennial seven years in advance. At that time there were no specific projects, other than a history of the company, in mind. The first planning memo committed the company only to an emphasis on the future rather than the past, to a series of events and to an undefined "one large, overall project."

Centennial objectives

The planning was begun with what we felt to be basic public relations procedure. A formal list of objectives for the Centennial was decided upon. A survey was conducted to see what had been done during the centennials of other organizations. Our Option Review Program (far less formidable in fact than in name!) was a slow but inevitable outgrowth of this fundamental planning.

Through the list of objectives, the Centennial was required to: **(1)** Emphasize the future rather than the past; **(2)** Be modest in cost; **(3)** Concentrate on our own "family"—the policyowners, beneficiaries, employees, agents, community; **(4)** Express appreciation to the various publics; **(5)** Have a number of events spaced over a period of several months.

The formal list was used as a yardstick by our Centennial Council, a group of free-wheeling and creative people brought together to represent each area of the company's interests. Every idea submitted to the Council came up against this yardstick—to see if it conformed to the over-all objectives. This list was also used to measure, in terms of their possible value for us, the projects turned up by the survey of other centennials. It quenched any hope we might have had of adapting a ready-made idea to our needs.

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BIRTHDAY CELEBRATION becomes meaningful when service, instead of hoopla and hullabaloo, is the motif. Here Northwestern Mutual Life Insurance Co. employees are shown working on plans for their Company Centennial.

Whiskers and hoopskirts

For example, item one on our list was: "Emphasize the future." But with almost amazing regularity, the average centennial had sported whiskers and hoopskirts, wooden nickels and two dollar bills, displays of frontier art, stage coaches and old branding irons. Overwhelmingly, they had been birthday parties with old memories for motifs.

Item four on our list of objectives was: "Express appreciation to our publics." But at this time I can recall no projects in the centennials studied that could have been adapted to meet this requirement, except for occasional scholarships, contributions or community parties.

Greatest of stumbling blocks was the "express appreciation to our publics." Until the Option Review Program was adopted, no means could be found to meet this objective fully for the largest of all our publics—the owners and beneficiaries of a million and a half of our policies.

An extreme case that suggests the service possibilities in an Option Review Program was, after the project got under way, well described by the Associated Press:

"The woman, recently widowed, was a victim of cancer. Her husband had carried adequate life insurance. Yet she couldn't afford an operation because her husband's insurance policy contained an iron-clad provision she was to get a fixed monthly income from the proceeds of his insurance. Faced with such a hardship case, it is no comfort to the insurance company to point out it is bound under law to observe the contract entered into with the policyowner."

The iron-clad provision was a restrictive Option—a settlement choice made by the husband when he bought the policy and one which he could have removed from his policy at any time. He simply forgot to make a change.

A dramatic case

This case was an exceptionally dramatic one. Still it points up a problem that has long plagued the life insurance industry. People tend to forget that their life insurance provisions, like their wills, should be reviewed from time to time.

Results of such forgetfulness are not often tragic. But every year an insurance company sees disheartening instances of it. A man who had one child when he bought a policy may have forgotten to add the names of his next two children as beneficaries. Another policyowner may have married and forgotten to name his wife as beneficiary instead of his mother.

Almost every company has fought the problem with mass mailing and form letters and other weapons. But people have proved relatively immune to blanket appeals.

The industry-wide problem was familiar to the men and women on the company's Centennial Council. Several came from a department or worked on a committee that had the unhappy duty of dealing with any instances of forgetfulness among our own policyowners.

Naturally we were concerned and broached the idea of an intensive campaign to remind policyowners—on a person-to-person basis—of the need to review their policy provisions. Certainly no one was against such a worthy idea. But there was no great enthusiasm initially.

The need was clear. We felt that the program was the best proposed for meeting objective four on our list. But it posed what seemed, at first, almost insurmountable problems. There might be serious legal considerations. The responsibility for keeping his policy up-to-date is the policyowner's, not the company's. The company cannot

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OBJECTIVES FOR NORTHWESTERN CENTENNIAL

1. Our principal emphasis should be upon the future, rather than the past. The "historical review" type of observance is common enough to offer little opportunity for newness or originality. People are more interested in the future than the past.
2. Our program should be modest in cost. We cannot justify the expenditure of policyholders funds for a Centennial program on the scale of large commercial firms.
3. We should devote most of our efforts to our own "family"—the policyholders, beneficiaries, employees, agents, community . . . etc.
4. The company should express its appreciation to the various groups of people who have contributed to it, and to the state and city in which it has grown.
5. We believe that a number of events, spaced over a period of several months, is preferable to either a year-long effort or a concentrated splurge in one week or ten days.

(These were the acid tests by which every program idea was judged.)

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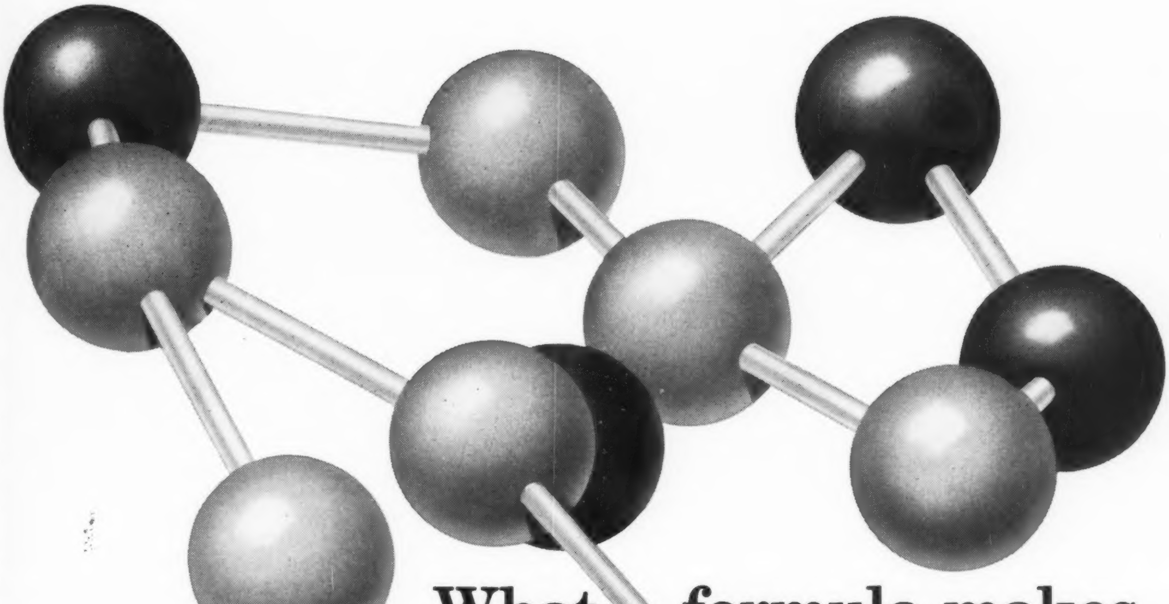
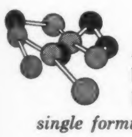


What formula makes a company GREAT?



A company like Standard Oil has many chemical formulas, but none of these is *the one single formula* that makes a company great. That formula is people—men who view obstacles as a challenge, who see opportunities where others see problems, who create something of value out of adversity, who give more than a full measure of themselves.

Charles E. Quinn is an outstanding example. Matter of fact, he was making his own living when he was 13 years old. Then in 1925 he joined Standard Oil and soon after attended one of Standard's early training schools for salesmen.

From the beginning, Charles Quinn clicked at Standard. Company training helped him to learn sound business practices. To this, he contributed ingenuity and enthusiastic hard work—a formula for progress that is difficult to beat.

As you might expect, his superiors kept an eye on a young fellow who was doubling, tripling, and quadrupling former sales records. Soon he was made an assistant division manager.

It was a new challenge for Charlie. He had little formal education, but this did not stop him. Through his work at Standard Oil and by studying on his own, he acquired knowledge of law, financing, real estate, labor relations, distribution, marketing—every phase of business. He showed a remarkable grasp of creative management techniques that was to serve him well in years to come.

Today, Charles Quinn, as Manager of the Central Region with headquarters in Chicago, supervises 1700 people and is responsible for a sales volume running into many millions of dollars.

We are proud that Standard attracts and holds so many men of Mr. Quinn's caliber. You'll find them in research, sales, refining, production . . . throughout the company.

Their formula is ingenuity, hard work, customer service and the desire to forge ahead. This is the formula that brings success. It is the reason why you—our customers—get unsurpassed products and service. For Charlie Quinn, and all the others like him, know that well-satisfied customers are the most important element in any formula for greatness. That is why we can say—You expect more from Standard...and you get it!

Charles E. Quinn started at Standard in the sales department 35 years ago. His pride in his company and his desire to give customers better service are typical of Standard employees. They are the secret of his success and ours, too.

STANDARD OIL COMPANY
(INDIANA)

STANDARD

THE SIGN OF PROGRESS... THROUGH RESEARCH

possibly know the financial circumstances or the family needs of an individual policyowner as these change over the years.

To find specific instances where forgetfulness might develop into hardship cases would require personal letters to the owners of policies. They would have to be reminded of the policy provisions they had chosen; they would have to be asked if these provisions still met their needs.

Illustrating the enormity of the proposed project was the fact that one man at our company, as a sideline for many years, had taken on the task of writing personal letters to some of our oldest policyowners. At the rate he had been able to progress, it would take several thousand years to inspect the files on a part-time, one-man basis.

Project lasted 44 months

It's no wonder that two years passed between the time the Option Review Program was proposed and the time it went into effect as a special Centennial project! As a matter of fact, all the problems we expected did arise in the course of the review. And although a full unit was staffed for the job, 44 months were needed to complete the project. The unit was able to examine two and a half million record cards, analyze some 70,000 cases and write personal letters to 37,000 policyowners.

From the thousands of grateful replies to our letters, three out of ten policyowners had been lax about reviewing their option and beneficiary choices, sometimes to the point of endangering the security of their dependents.

Nothing in our entire Centennial has produced the enduring and satisfying results of this Option Review program. It has done all we could hope for—and more. The program will strengthen the security of thousands of policyowners and their families for at least a generation. As a "how to do it" guide for other companies in the industry, it can make a contribution to the security of thousands of other Americans. It has brought, continues to bring, important media recognition to the company. And its cost was less than that of a day of big parades and fireworks.

Search for special events

As must be true of all companies planning significant anniversary celebrations, much of our initial energy went into the search for special events. From our experience, I believe this arises from a form of fear. Proud as a company may be of its important birthday and eager as it may be to tell the world about it, it is nagged by fear that the general public may confuse "age" with "increasing lack of vigor."

This feeling is well expressed in a cliche such as "One hundred years *young!*" It can lead to phrenetic emphasis on special events alone—round after round of vigorous activity that will prove at best temporary, at worse trivial.

Surmounting this fear becomes a major public relations consideration for anniversary planners. A search must be made for areas in which the special and positive qualities of maturity, rather than youth, can be emphasized.

Fortunately for the planners, there are problems inherent in any organization which, like the forgetfulness of life insurance policyowners, offer opportunities for expressing maturity through service. By giving special attention to such service areas, an organization can "act its age" and make its centennial more than just another quickly-forgotten birthday party.

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LEARNING SECRETS OF HUMAN MOTIVATION

Many motives of our publics can be recognized and channelled for worthy public relations purposes

By David S. Goodman

The beginning of all wisdom is the attempt to create order out of disorder. Thus has man with his restless, probing, scientific spirit sought to reduce an ever-growing proportion of human experience to a state of knowledgeability.

So it is with public relations practitioners, savants who first flew by the seat of their instincts, but who in more recent years have felt the drive to develop a common body of knowledge, as have physicians, lawyers and accountants. Public relations should accumulate a reasonably universal and generally accepted array of information, rules and skills. While codes of ethics and Society organization are vital, public relations will also benefit greatly if it joins the behavioral sciences in a search for clues to the secrets of human motivation.

However, we must face up to the fact that the slow, methodical processes of the disciplined sciences cannot move swiftly enough to meet the immediate needs of society for the exercise of professional public relations. Instead of waiting for answers to be handed to us, public relations people can advance theories and hypotheses based on their intuition, observation and experience.

There is an urgency about such efforts, for only through intense concentration on perfecting the techniques of voluntary persuasion and enlightened leadership can the Free World prevent a drift toward totalitarian methods, whose basic condition is force, coupled with hypnotic unreason.

DAVID S. GOODMAN, *who is a staff member with Barkin, Herman & Associates, public relations counsel with offices in Milwaukee, New York and Hollywood, is one of the Contributing Editors of the* PUBLIC RELATIONS JOURNAL. *For 14 years, he was in charge of public relations for General Electric Co.'s X-Ray Department in Milwaukee. A free-lance writer in his spare time, Mr. Goodman is a graduate of Northwestern University, Medill School of Journalism.*

Defining public relations

Let us begin by first stating an axiom or basic assumption wherein we define public relations by contrast with advertising. It has been said that "advertising is what you say about yourself; public relations is what others say about you." This should not be interpreted as disparaging to advertising, for there is a time and a place to speak for one's self.

In effect, this is but another way of stating a premise of public relations—the influencing of thought by obtaining third-party endorsement. We know from experience that this approach is effective—dramatically so—but we have failed to advance as much as we should beyond this basic concept. Here are some of the more profound "laws" which the author believes determine the success or failure of public relations programs:

Impact decreases with distance

Stephen E. Fitzgerald, in "Communicating Ideas to the Public," advanced this concept as fundamental. The term "distance" should not be interpreted in the literal sense, but as "psychological distance"—how important the source looms in the mind of the audience and how personal is the contact between the source and the audience; also how close to home an argument hits, how strongly it makes impact on the reader's or listener's own life.

Photographs are effective because they shorten the distance between the viewer and something to be understood by him. The speaking voice also helps carry conviction because of the short distance between the source and audience. However, knowing also that "familiarity breeds contempt," we must recognize that there are limitations to this guide-rule. As in optometry, good distant vision can be poor close vision, and we must alter the medium to suit the need.

Motivation by identification

Psychiatry has long recognized the mysterious process known as identification, whereby an individual aligns his thinking and his own self-image with that of others. This is a natural but subtle process the occurrence of which is often unsuspected.

We have felt our interests shift when we acquire stock in a certain company. Where its products formerly bored us, they now fascinate us. Or there is another form of identification whereby two objects outside ourselves seem so similar that their images identify with

Continued on Page 58

each other in our eyes. Thus, a giant private corporation looms about as large and as powerful in the mind of an employee as does the Government itself. Under such conditions, some antagonism between the two, or an attack by Government on the corporation, might actually seem to him to be desirable. Thus, one way to combat antagonism toward Big Business would be to show that the Big Unit is really an aggregation of smaller, manageable units.

Gardiner and Rainwater, motivational research experts, point out that "not power, but the untrammeled use of power, is what the general public fears most." We can only achieve identification, this would seem to indicate, with those powers which can be brought under control—or which bring themselves under our control—as consumers, shareowners or voters.

Let us examine a few basic kinds of identification:

(1) ***Possession.*** What is ours is part of us. We rise to defend a company whose stock we own.

(2) ***Membership.*** Belonging to a group transfers a part of ourselves to the group. An attack on the group becomes an attack on us. This helps us understand why employees defend a union from company attack, even though they may disapprove of certain aspects of unionism and dislike the union leadership.

(3) ***Creativity.*** "People support what they help create," says Robert Hood of Ansul Chemical Co. Nothing does more to help people identify themselves with an idea, a cause or an organization than if they have had some hand in it. Providing opportunities for people to take a creative part in a program is one of the best methods for winning deep and long-time support.

(4) ***Dependence.*** When we depend upon a program for money, prestige or safety, our identification is strong indeed. Talking to farmers about the dangers of Government is ineffective unless they can be shown a better way to achieve the same ends.

(5) ***Responsibility.*** This is an intellectual commitment toward those who are dependent upon us or whose actions reflect on us.

Laws of mental inertia

Every community has individuals who have been frustrated in their at-

Continued on Page 61

Wendell Overman, Gerald Hurley, Bill Pengelly, Mercedes Hurst, John Kenney, Angus McDougall, Bob Bryan, John Vance (at piano)

CONGRATULATIONS PUBLIC RELATIONS JOURNAL
on your fifteenth anniversary, from the Public Relations Department of International Harvester.

INTERNATIONAL HARVESTER

A feeling of forward motion can be created by involving people in citizens committees and in speaker squads.

tempts to become leaders. They find a new outlet for their aggressive energies by strong, self-assertive attempts to block forward motion by the group. They become professional scoffers, planting little seeds of doubt, ridiculing the sometimes faltering efforts of constructive people.

Many a campaign for fluoridation has foundered on such "rocks." In the face of overwhelming evidence, preferred by medical and dental "pacesetters," hundreds of communities have, in referenda, rejected fluoridation. Those who have put their faith in the bellwether or pace-setter method have been bitterly disappointed, for they have failed to account for the strong impact that professional blockers have on mass thinking.

Blockers take advantage of one law of mental inertia—the desire to leave things as they are and make no new efforts. However, those seeking to combat them can make use of another phase of the same law—that actions already in motion tend to remain in motion. This is a strong hope when action is required.

Build the new on the old

If public relations people in such situations relate a proposed change to one that is already in motion or is widely accepted, the inertia is transferred in quality. Fluoridation can be compared with chlorination, with mass vaccinations, with pre-marital blood testing and in the use of vitamins to fortify foods.

The feeling of forward motion can also be created by involving many people in citizens committees and in speaker squads, and by educational articles depicting activities already in progress which improve community health on a mass basis, with full medical approval.

There is a difference between the

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receiving of a message and the acceptance of it. Acceptance depends on how the message conforms with the receiver's own predilections or his current activity.

Apply this to a concrete situation: Which would be more effective—asking a group of active boys to stop playing their game or asking them to play somewhere else? Being already in motion, they would find it difficult to stop, but they might not find it difficult to shift the location of their play.

Using another example, we might say that one must learn to build the new on the shoulders of the old. It is far less effective to promote the United Nations as a brave new idea that will save the world, than as simply a group to which we should entrust the job of "policeman to the world," much as we keep peace in our own neighborhoods. This ties in with established thought patterns.

If a certain state has a tradition supporting the income tax, it might be futile to try and change this by frontal attack, however well thought out and well documented it may be with facts proving that a high corporate income tax discourages industrial growth. An approach proving that rising costs of government cannot be met by "older" methods that have been carried to the "point of diminishing returns" will not rub tradition the wrong way. Unfortunately, such methods have not been employed in certain states.

Much misunderstanding is traceable to a different perception of the same set of facts. A burdened taxpayer may view a $50 increase as intolerable if it occurs in a setting of other rising costs and appears alongside his gasoline expenditures for the month. However, if it is found that the $50 covers the cost of better highways, schools and police protection, it might seem abnormally low.

Contrast and comparison

In presenting a price increase, it may well be that the company is actually absorbing a portion of the increased costs it has experienced in the past year and anticipates next year. Unless this is explained, and perhaps a percentage comparison introduced, the increase will have an unpleasant effect, and at the very worst cause established buyers to begin comparison shopping.

Some people seem to possess an uncanny flair for winning audiences to their moods. In effect, they appear to be not talking to, but rather *with* and "for" their audiences.

Thought of the idea

One secret of such universalization consists in their way of giving the listener or reader credit for already having thought of the idea. For indeed he has, inasmuch as there are really very few new ideas, and most of the raw material we work with exists unassembled in everyman's mind. We can never presume to tell anyone anything, without conveying the deadly feeling that we are talking down to him.

* * *

These only begin to comprise the basic hypotheses of motivation. These are the tools and techniques suitable to a free society. If properly used, they can enable us to compete with and surpass those societies which bypass guided individual growth in favor of planned compulsion. We can only avoid the necessity for such a sacrifice if we master and wisely use—in time—such "keys to the inner man."

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Books in Review

TESTED METHODS OF RAISING MONEY, Margaret M. Fellows and Stella A. Koenig, Editors, Harper & Brothers, New York, 1959, 463 pp., including Notes, Bibliography, and Index, $6.95.

Review by Milton Murray
Director of Development
College of Medical Evangelists
Loma Linda, California

Qualified by seasoned know-how, the co-authors have brought together a compendium of information that should command the attention of responsible volunteers who would raise funds for their organization. The experienced fund-raiser should find it full of case studies that will conceivably contribute fresh approaches to a thorny problem he may have at hand. The beginner or young person considering a career in the field should find the volume to be stimulating as well as analytically descriptive of what goes into this business of raising money.

Although the book is well-balanced and contains an adequate cross section of examples and case studies in the various methods outlined, it cannot be considered a comprehensive treatise on *all* aspects of how to attract the philanthropic dollar. However, it certainly does provide, in the opinion of this reviewer, the direction sought by millions of volunteers involved in raising money for America's countless local charity groups, welfare agencies with regional impact, church congregations and preparatory schools. As some of these efforts mature and conceivably grow to national proportions, their agents will still find valuable help in this book.

Five chapters cover letter writing. This emphasis seems proper because letters are so basic in our contemporary world of communications. The authors provide a succinct analysis of the letter recipient. The authors describe basic appeals and advise on color schemes, return envelopes, etc. Mailing lists, how to set them up and maintain them, an extremely vital part of the total fund-raising effort, is adequately covered in part six of the volume.

Four chapters discuss the large gift and how to reach pace-setting donors. Foundation support, a competitive and discerning source of philanthropic dollars, is described in some thirty pages in a complete manner. Except for volumes dedicated exclusively to the foundation field, this material is as comprehensive a review as can be had.

Two chapters outline methods used in higher education. A third briefs the reader on organized fund-raising activities for the preparatory school.

Intensive campaigns, annual reports, public relations programing, bequests, committee work, postage regulations are among other topics that are handled competently and interestingly. Adequate references take the reader to authoritative sources for supplementary information if he so desires.

Basic approaches

Some basic approaches to research techniques are covered so as to help the general practitioner evaluate the relative success or failure of various appeals for funds. This is most useful.

Except for two allusions (Chapters 7 and 9) to the importance of institutional or agency planning, no mention was made of this as a prerequisite for considering a fund-raising effort. The reviewer assumes, then, along with the authors, that the reader has already verified the validity of the cause and ascertained its unquestionable worthwhileness.

All too often, well meaning efforts, prompted by altruistic motivations and staffed by devoted servants to the public's welfare, find that insufficient depth planning usually precludes a successful fund-raising effort.

Notwithstanding this omission in an otherwise well-planned, well-documented, well-written and well-timed book on the American scene, I believe its absence from a fund-raiser's bookshelf will be his loss. The authors achieved their mission: "to gather . . . experiences we have had . . . to relate the experiences of others . . . and to point the way to some new approaches to old problems."

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U. S. Good Will Abroad Built through Stamp Collecting

By C. Bruce Wright

"La hermandad es una alianza con la paz."
"Brüderlichkeit ist ein Bündnis mit dem Frieden."
"La fraternité est une alliance avec la paix."
Or "Brotherhood is an alliance with Peace."

No matter what language is used, these are the sentiments expressed in an international first day cover prestige mailing program designed by Norton International Inc. of Worcester, Mass., to encourage a better understanding among nations while maintaining a friendly atmosphere for the acceptance of its products. From a small beginning, it has become an international public relations program with far-reaching effects.

Incidentally, it is estimated by some that more persons pursue the stamp collecting hobby than any other. First day covers now have a commanding position in this hobby.

A first day cover is a treasured item of stamp collectors. It is an engraved or cacheted envelope with a new stamp on it postmarked the first day of issue from the originating post office. As such, it often increases in value as much as 30 times the price of mint or used copies of the same stamp.

The foreign division of Norton Company, leading manufacturers of grinding wheels, sandpaper and refractories, started mailing first day covers and letters in 1955 as a reminder type of advertising. The original intent was to encourage its foreign distributors, who also handle other product lines, to give the company's products maximum attention.

At first, tribute messages honoring the occasion of the stamp issue were combined with an advertising message for the company. But in 1957 the emphasis was changed. Since then, prestige type, no-sell letters designed to promote international good will have been sent out.

C. Bruce Wright *is Public Relations Assistant with the Norton Company, Worcester, Mass.*

Dignity of the individual

Typical of the thoughts expressed in these mailings is this excerpt from the December 1958 letter:

"It is our fervent hope that each one of us, by individual effort and example, will devote some time this year to the cause of Human Rights, recognizing the dignity of the individual wherever he may be located and under whatever conditions he may exist. We believe the real peace in the world

TYPICAL FIRST DAY COVERS and letter in Norton Company's direct mail program and experiment in international public relations shown here.

can only be reached when this principle is recognized and put into active practice."

The response to this philosophical message was so gratifying that the first day cover program was expanded from 135 to 2,333 management personnel, including the company's distributors and their customers and prospective customers.

Foreign mailings

Next there was inaugurated a regular program of foreign first day cover mailings from post offices abroad in

1959. They thus became a pioneer in this type of international public relations. Since the mailing program's inception, Norton has issued 46 First Day Covers, mailing a total of 56,469 covers to 61 countries.

The first foreign mailing was sent, appropriately enough, from the first of the company's 16 overseas plants—the one at Wesseling, Germany. Nearly 200 unsolicited replies from 50 foreign countries hailed these first day cover mailings from abroad.

A letter from the Far East said: "Your innovation (of mailing from foreign plant cities) makes distance from one part of the globe to the other part seem closer, and so are the human relationships made warmer and more realistic."

But there's a lot to an ambitious international first day cover mailing program. First day covers and their letters cost a total of about 56 cents each. Versions of the letters are prepared in English, Spanish, French and German, and sent to proper post offices in the United States and abroad for mailing on the first day of issue. The company sends out about ten first day covers a year.

Mechanics of the program

The most rewarding part of the program is the number and content of unsolicited replies. Voluntary replies are received from approximately 10 per cent of the recipients, which is remarkable when a direct mail campaign asking for replies averages about a three per cent return. One Human Rights issue had 60 per cent response.

This letter came from the Philippines:

"What impressed me most are your letters. It is refreshing to see that people of your status still subscribe to the philosophy that 'no man is an island,' and that we owe an obligation to our less fortunate fellow-men. This is particularly interesting since Americans have been regarded in many parts of the world as isolationistic by tradition and materialistic by nature. I shall look forward to receiving more of your thought-provoking letters."

The company believes that the first day cover program and the experiment in international public relations are most worthwhile. Its messages to improve international understanding have captivated the fancy of publics of a company known world-wide for its interest in community, national and international affairs.

ABOUT TACT

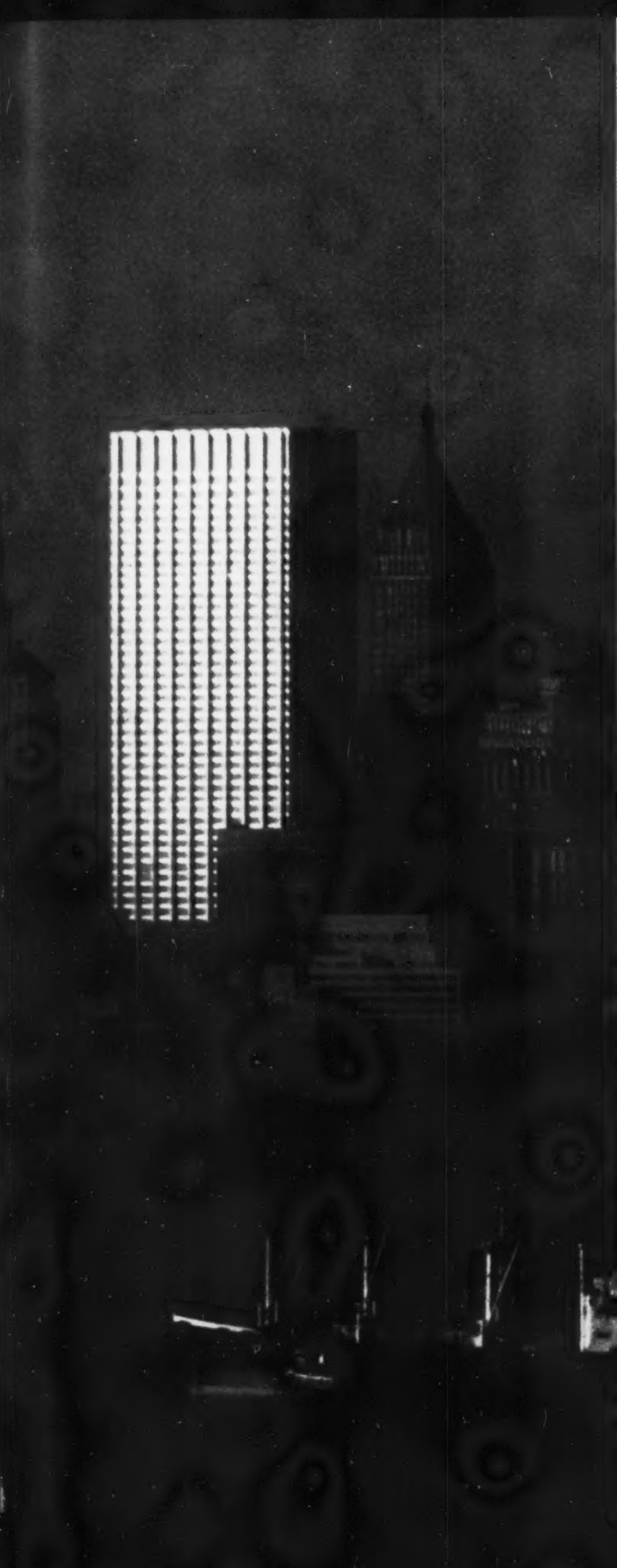
"If there is one master trait among the basic traits of communicating, it is *tact*. Talent will bring you admiration, but it will also bring you envy—while tact will bring you just about anything you want. Talent knows *what* to do, but tact knows *how* to do it. Tact is a combination of prudence, kindness and diplomacy. Tact means goodness of heart and quickness of intellect.

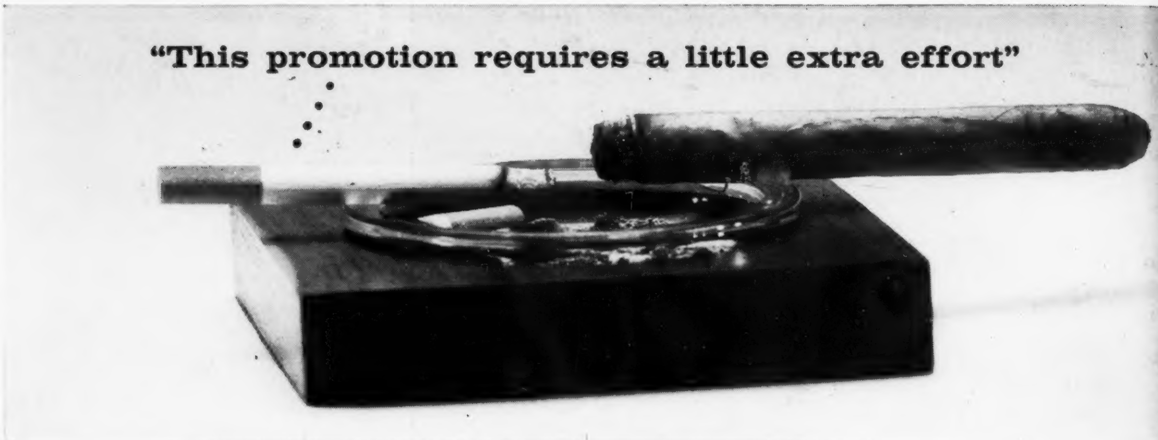
"The tactful person is a good listener. By listening with genuine interest, he not only learns something, but also rises in favor with the one to whom he listens. This is because he subscribes to the vital human desire for importance. The tactful person has poise and courtesy. He says 'You' much more than he says 'I'.

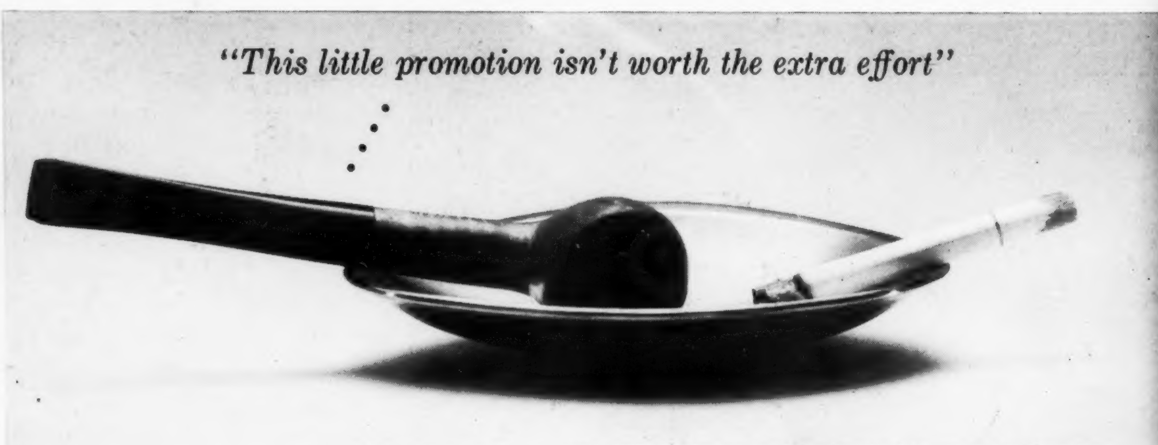
"Knowing how to talk, especially in face-to-face conversation, is an important application of good communications — the one where most of us have the greatest opportunity to make good—but so frequently fail to make the most of our opportunities.

"Ralph Waldo Emerson put into words the way many of us feel about conversation when he wrote: 'A gossip is a person who talks to you about others; a bore is one who talks to you about himself; a brilliant conversationalist is one who talks to you about yourself.' "

—F. J. BLAKE, Vice President Central National Bank of Cleveland before The National Association For Bank Audit, Control and Operations







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